

DEPARTMENT OF COMMUNITY SERVICES
CITY AND COUNTY OF HONOLULU

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October 11, 2018

The Honorable Ernest Y. Martin
Chair and Presiding Officer
and Members
Honolulu City Council
530 South King Street, Room 202
Honolulu, Hawaii 96813

Dear Chair Martin and Councilmembers:

SUBJECT: Update on the City Administration's Action Plan Addressing Homelessness

Pursuant to Resolution 18-158, FD1, Requesting an Update on the Status of the City Administration's Action Plan Addressing the Public Health and Safety Issues Associated with Concentrations of Homeless Persons in the City and County of Honolulu Who May be Subject to Prohibitions Against Obstructions on Public Sidewalks or Illegal Lodging, attached is the Update on the Administration's Action Plan addressing homelessness.

Community engagement and building partnerships are the reoccurring themes and strategies throughout the updated plan, along with efforts to address healthcare, mental wellness and public safety matters related to homelessness. We look forward to working with each of you to assist persons experiencing homelessness both island-wide and within your respective Council districts. Your personal contributions are included in Exhibit B. Mahalo for sharing the unique needs of your constituents and community along with suggested solutions for implementation.

If you have any questions relating to this matter, please contact me at 768-7760.

Sincerely,

A blue ink signature of Pamela A. Witty-Oakland, written in a cursive style.

Pamela A. Witty-Oakland
Director

Attachment

APPROVED:

A blue ink signature of Roy K. Amemiya, Jr., written in a cursive style.

Roy K. Amemiya, Jr.
Managing Director

DEPT. COM. 650

18OCT11 PM 3:06 CITY CLERK

Report to the 2018 Honolulu City Council:

Pursuant to Resolution 18-158, CD1

Requesting an Update on the Status of the City Administration's Action Plan Addressing the Public Health and Safety Issues Associated with Concentrations of Homeless Persons in the City and County of Honolulu Who May be Subject to Prohibitions Against Obstructions on Public Sidewalks or Illegal Lodging.

Prepared by:

City and County of Honolulu

Mayor's Office of Housing

Department of Community Services

Department of Facility Maintenance

Department of Land Management

Department of Planning and Permitting

Honolulu Police Department

October 2018

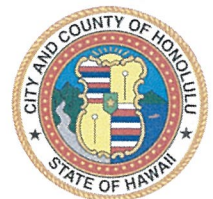


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EXECUTIVE SUMMARY

In 2013, the City Administration, under the direction of Mayor Kirk Caldwell, developed an Action Plan to address the public health and safety needs facing our communities and persons living with homelessness. In 2015, the Administration provided an update on the Action Plan, and now in 2018, the Administration is pleased to offer a second update.

The City and County has fully implemented the recommendations of the 2013 Action Plan to Address the Public Health and Safety Issues Associated with Concentrations of Homeless Persons in the City and County of Honolulu.

The City and County has fully implemented the recommendations of the 2015 Update of the 2013 Action Plan to Address the Public Health and Safety Issues Associated with Concentrations of Homeless Persons in the City and County of Honolulu.

Homelessness impacts every person in our community in some way. We know that many who are homeless have jobs, have families, and are a part of our community fabric in many ways. Some struggle with debilitating mental health needs, many with addiction and trauma, and almost all with a crippling cost of living that leaves close to half of Honolulu's families exposed to risk of homelessness with even the smallest impact to their health or job. Those living with homelessness in our community are part of our 'ohana – both literally and in our kuleana to care for the health and safety of all who call Honolulu home.

This Administration established an overall strategy for addressing homelessness early in the term with Mayor Caldwell expressing, "The only permanent solution to homelessness is housing and an effective support system and the only way this can be achieved is through the city, state, and service providers working closely together."

Five strategies – systems approach, data-driven, evidence-based and best practices, affordable housing, and community engagement – were implemented with a long-term commitment by the entire community to ending homelessness, not merely managing it. The Administration is focused on solutions that do not simply hide our homeless community from sight, but embraces our responsibility to truly support and care for all members of Honolulu's community.

Housing First is the guiding strategy of the Administration, focused on providing safe and stable housing as a foundation from which individuals and families can begin to heal and rebuild their lives. All Housing First contracts require the provider to report to the City monthly on the following outcomes:

- Number of households who have completed intake
- Number of households housed at the beginning of the month
- Number of households placed in housing during the month
- Number of households leaving housing during the month
- Number of households in housing at month's end
- Number of households participating in supportive services
 - Case management
 - Alcohol/Drug Abuse Treatment
 - Mental Health Services
 - Housing Placement
 - Employment Assistance

In addition to the \$9 million annual City general funds appropriated to Housing First initiatives, the City leverages federal U.S. Department of Housing and Urban Development (HUD) funds to further the efforts of the 2013 Action Plan and 2015 update. Most HUD funds target homelessness and the prevention of homelessness through support of affordable housing with the annual HUD entitlement award to Honolulu averaging \$15 million annually in addition to the \$40 million toward HUD Section 8 Housing Choice Vouchers.

In addition to the operating budget resources, the City's capital budget provided funds for the development, acquisition and/or renovation of affordable housing rental units, including projects designed to prioritize housing for previously homeless households.

The annual ALICE Report published by Aloha United Way studies the financial hardship status of households in Hawai'i. ALICE is an acronym for Asset Limited, Income Constrained, Employed and represents households earning an income above the Federal Poverty Line but not enough to afford basic cost of living needs that include housing, healthcare, food, childcare, and transportation. The 2017 ALICE Report indicates that statewide, 11% of families live in poverty and another 37% are considered ALICE families, totalling 212,079 families across the state. Additionally, the 2017 report estimates that there is a 44,000 Statewide gap between the number of renters below the ALICE threshold and the affordable units available. In the meantime, households are forced to live in units they cannot afford, make risky decisions about health and safety due to lack of income, and for many, choose homelessness as the only way to survive in Hawai'i.¹

¹ ALICE: A Study of Financial Hardship in Hawai'i (2017):
<https://www.auw.org/sites/default/files/United%20Way%20ALICE%20Report%20-%20Hawaii%2C%202017.pdf>.

The City Administration has a strong commitment towards adding much needed units to the affordable housing inventory to support the needs of our community and provide viable housing options to households at all income levels. Data such as the ALICE Report and State Affordable Housing Study underscore the need for an ongoing commitment to support the affordable housing needs of Honolulu residents. That commitment can be seen through an aggressive acquisition and development schedule as well as the continued investment in private projects that commit to affordable housing requirements.

The Administration's priorities for addressing homelessness are outlined below. While each program has an island-wide reach, we will work with each councilmember to determine the preferred use of resources within their district.

1. Conduct community engagement to address regional needs and solutions
2. Continue to focus policy and funding to increase affordable housing inventory
3. Continue funding of the Housing First and Rapid Rehousing programs
4. Continue funding of Hale Mauiola Navigation Center and evaluate additional sites
5. Continue funding of hygiene center
6. Fund and procure psychiatric services and landlord engagement to support chronically homeless individuals
7. Fund transportation to shelters
8. Fund DFM fourth team to continue to implement the City's Stored Property Ordinance
9. Fund Honolulu Police Department's new Homeless Unit
10. Fund Honolulu Police Department's Crisis Intervention Teams and related training
11. Collaborate with health care providers to supplement Housing First case management with Medicaid funding
12. Collaborate with community partners to provide human services, including healthcare and supportive services, on a regional basis

The Administration plans to consider the FY18 and FY19 capital budgets line items that were added during the City Council review to determine how to address the acquisition, development, renovation and funding of capital needs to support the above mentioned programmatic goals.

In addition to working with each councilmember to identify the most feasible solutions within respective districts, efforts to address the increasing aggressive and violent behavior among homeless persons require partnerships with law enforcement and health care entities. The advocates for mentally ill homeless persons are reporting increased psychotic behaviors on the street and individuals who are extremely service resistant. Any success with housing the current population of individuals living with severe mental illness will require professional skills beyond the social services currently contracted by the City and enters into the scope of health care services. While the City continues to appropriate funds for Housing First rental assistance and case management, best practices illustrate that this segment of the homeless community needs to

be met with an increased breadth of services. The City continues discussions with the State Department of Health and Honolulu Police Department (HPD) around collaboration opportunities for increasing services for individuals with co-occurring disorders, meaning those with both a mental health and substance use disorder.

Ongoing partnerships include the service providers with missions to serve both at-risk and homeless persons within our community, as well as state and private entities providing land leases and contributions of professional services. Of special note is the State and City partnership with aio Foundation to develop Kahauiki Village. The project represents a unique partnership of government and private sector entities cooperating and coordinating efforts to demonstrate a cost-effective means of delivering housing at reduced cost, as well as providing a service rich environment to all residents. The project at Kūwili Street also offers an opportunity to test methodologies new to Hawai'i to create an integrated program within a single structure. The components will include partnerships with non-profit providers to deliver a hygiene center, human services, and service-rich permanent supportive housing.

DFM and HPD will utilize existing and planned resources so that people stop interfering with, impeding and/or preventing the full, free and unobstructed passage of pedestrians upon public sidewalks. The bill would be applicable during the hours from 6:00 a.m. to 10:00 p.m. given that most pedestrians traverse the sidewalks during those hours.

HOU and DCS are prepared to support the implementation of Bill 52. HOU, working with the State of Hawai'i and other partners, is already able to determine the availability of shelter space. To support long-term needs, the City and State are exploring a project that will allow electronic compilation and delivery of real-time vacancy (availability) data from all O'ahu shelters. Presently, HPD and HOU have been providing some transportation so that individuals living on the sidewalks or camping in parks, who want to relocate to a shelter of their choice, can get to those shelters or housing.

Upon approval of Bill 52, DCS anticipates releasing a Request for Proposals to contract for transportation services to available shelters or housing with existing funds. DFM will utilize existing and planned resources. DFM anticipates that individuals who are transported to shelters or other available housing will not leave behind much, if any, personal property. In summary, implementation of Bill 52 will be dictated by shelter flow and availability of space, as the Bill's provisions require. Enforcement will be subject to the availability of shelter space.

DFM will utilize existing and planned resources, as DFM does not anticipate a significant workload increase in removing personal property from sidewalks as a result of the bills. DFM is also presently training new staff to deploy a third enforcement team to further support the implementation of these laws.

Enforcement of the Stored Property, Sidewalk Nuisance, and other applicable ordinances are and will continue to occur daily, from Monday to Friday with additional, regular enforcement actions on Saturday beginning the second quarter of Calendar Year 2019 with the help of a third Enforcement Team that is presently undergoing training.

The Homeless Management Information System (HMIS) is used to collect client-level data to support homeless individuals and families, and persons at-risk of homelessness, and would likely be used in support of Bill 52. Funds to support the contemplated transportation contract are estimated at \$250,000 and are already included within the approved DCS Community Based Development Division Operating Budget for Fiscal Year 2018-2019, which allocates \$9.3 million of General Funds for current expenses to contract with providers to address homelessness programs, including tenant-based rental assistance, case management, navigation center, hygiene center, landlord engagement and outreach navigation.

The Administration is prepared to implement the proposed legislation upon approval. Bill 51 is seen as a return of public sidewalks to pedestrians for their safe passage. On the other hand, Bill 52 as an opportunity to assist individuals lodging on public sidewalks in relocating to available shelters or other housing by providing additional outreach and transportation.

The Housing First Program has proven a successful model for housing and addressing the human service needs of those experiencing homelessness. Leveraging the City's investment with the \$15 million of HUD dollars has resulted in an 86% retention rate of housed individuals, slightly higher than the national average of 85%, as reported through an independent program evaluation. After the third year of the program, over half of the clients reported not drinking alcohol and 73% reported not using any illegal drugs.² Important social impacts also included 61% decline in total number of arrests, 65% decline in ER use, and increased engagement in community and volunteer activities.

What the City continues to struggle with is managing the illegal activity on the streets, the disregard for public property, and the unpredictable aggressive behaviors found specifically in Chinatown. Of note, the City's efforts are consistent with national best practices as documented in attached Exhibit C, therefore the policy recommendation is to stay the course while increasing partnerships beyond housing and reaching to healthcare and law enforcement.

² Jack Barile, Eva McKinsey, & Anna Pruitt. *City and County of Honolulu, Housing First, Year 3 Evaluation Snapshot*. University of Hawai'i at Mānoa, Department of Psychology, August 2018.

In conclusion, the City and County of Honolulu remains committed to the adoption and implementation of culturally appropriate solutions to address homelessness that are identified as best practices locally and nationally. The City acknowledges the need for multi-disciplinary partnerships ranging from government and private agencies and advocates with a commitment to address affordable housing, case management, health care and law enforcement with a humanitarian approach.

INTRODUCTION

In 2013, the City Administration, under the direction of Mayor Kirk Caldwell, developed an Action Plan to address the public health and safety needs facing our communities and persons living with homelessness. In 2015, the Administration provided an update on the Action Plan, and now in 2018, the Administration is pleased to offer a second update. Implementing this important Action Plan has taken tremendous effort on the part of many, including: the Administration, the City Council, non-profit service providers, community-based partners, private sector supporters, neighborhoods, community stakeholders, and especially homeless individuals and households throughout O‘ahu. The Administration believes this work, challenging as it often proves to be, is critically important to the overall health, well-being, and sustainability of our island community and all who call it home and is committed to continuing that work on behalf of Honolulu’s communities.

Honolulu City Council Resolution 18-158, FD1 requests an update on the City Administration’s Action Plan addressing the public health and safety issues associated with concentrations of homeless persons in the City and County of Honolulu who may be subject to prohibitions against obstructions on public sidewalks or illegal lodging no later than October 15, 2018.

The Office of Housing (HOU) and the Department of Community Services (DCS) are directed to report to the Council on their actions to expedite the deployment of homeless housing and services solutions in each of the nine City Council districts no later than 60 days after the adoption of this resolution, including addressing the following:

- (1) Identification of the performance metrics used by the Office of Housing and the Department of Community Services to measure the progress of the City Administration’s action plan;
- (2) Identification of the specific actions that the City Administration has taken over the past two fiscal years to move unsheltered homeless people into supportive housing, services, and treatment programs;
- (3) Identification of the amounts expended by the City Administration during FY 2017 and FY 2018 to implement its action plan;
- (4) Adoption of a revised implementation plan for 2018 and 2019, with targets for development or acquisition of permanent supportive housing units within specific deadlines to move the most vulnerable and high-priority homeless unsheltered individuals and families into housing with appropriate wraparound services;
- (5) Identification of the actions that City agencies and their contractors/provider agencies will undertake with respect to FY 2018 and FY 2019 appropriations to implement homeless housing and services solutions in each of the nine City Council districts;

- (6) Identification of additional federal, state, and private sector, community or foundation partnerships that City agencies plan to seek out or utilize in 2018 and 2019 to provide increased case management, employment training, and other services that address the medical, psychological, social, vocational, and legal needs (commonly referred to as “wraparound services”) of homeless individuals to address the homeless housing and services solutions sought in the preceding paragraph;
- (7) Quantification of the potential cost savings that the City would realize through the establishment of a revised implementation plan utilizing permanent supportive housing and integrated wraparound services for its homeless clientele;
- (8) The City’s overall strategy and plans for implementing Bills 51(2018) and 52(2018) upon approval of the measures;
- (9) Current financial, staffing, and other resources to implement an island-wide removal of obstructions or illegal lodgings from sidewalks and other public areas;
- (10) The amount, source of funding, and timetable for release of FY 2019 funds to expedite actions to implement Bills 51(2018) and 52 (2018); and
- (11) The identification of additional resources that will be required for City agencies to implement the island-wide removal of obstructions or illegal lodgings from sidewalks and other public areas.

The Administration appreciates this opportunity to update the Honolulu City Council as well as the entire community of plans and commitments to direct resources to address the needs of chronically homeless persons and families from a human services perspective. Any effort by the City must be partnered with community and business groups working together and with enforcement efforts to compassionately displace chronically homeless persons from public places.

This report will provide an update on implementation of the 2013 Action Plan requested by City Council Resolution 13-55, CD1, an update on implementation of the 2015 Update of Action Plan as requested by City Council Resolution 15-56, address the specific questions requested by City Council Resolution 18-158, FD1 and provide recommendations regarding implementation efforts of the City’s homeless and affordable housing initiatives.

UPDATE ON IMPLEMENTATION OF THE 2013 ACTION PLAN REQUESTED BY CITY COUNCIL RESOLUTION 13-55, CD1

The City and County has fully implemented the recommendations of the 2013 Action Plan to Address the Public Health and Safety Issues Associated with Concentrations of Homeless Persons in the City and County of Honolulu, as outlined below:

1. City agencies and their contractors/provider agencies should take specific actions in 2013 to address public health and safety issues stemming from Honolulu's 1,465 unsheltered homeless persons.

- a. The City should adopt a policy to support the Housing First principles and to implement a scattered-site model. The policy should specify a goal of allocating federal and state resources administered by the City that should be directed toward Housing First model. The policy should further state the City's commitment to use its general funds to solve the chronically homeless problem, when balanced against competing and limited resources to pay for basic and essential services for residents and visitors.**

The City and County of Honolulu adopted the Housing First principles to implement a scattered site model during FY15 and continues to implement and grow it into FY19. Housing First currently includes three increments of Housing First for a total of 315 vouchers. These vouchers provide a rent subsidy and case management support to recipients and their households, with a focus on the most vulnerable individuals with the greatest need. Increments I and II are fully funded with City funds at \$4.8 million per year, and Increment III utilizes the federal HOME funds for the rental assistance portion of the contract at \$1.2 million each year while general funds pays the City-funded portion of \$1 million each year. In summary, the City leverages \$5.8 million for an additional \$1.2 million of HUD funds to provide \$7 million for the program. Independent studies by the University of Hawai'i, Department of Psychology report an 86% retention rate achieved and sustained over the three years of the program.

- b. The City should work with the Continuum of Care (CoC) agencies to transition federal Continuum of Care resources toward adding Housing First projects to future HUD applications through a Request for Interest (RFI) process.**

HUD Continuum of Care (CoC) resources are valuable to support non-profit programs to assist in quickly rehousing homeless persons as well as promote access to mainstream programs. In Hawai'i, the program is community managed with

provider agencies establishing priorities. Efforts to utilize Continuum of Care funds for Housing Funds were determined by members to be more successful if utilized to serve programs to support persons experiencing homelessness rather than supporting the City's Housing First program directly. Members preferred to sustain the nonprofit objectives that are supplemental to Housing First. So despite the inability to redirect the funds, the CoC contracts directly support the City's goals to address the issue of homelessness.

c. City should adopt a public policy to support use of HUD Community Development Block Grants (CDBG) and HOME Investment Partnership (HOME) funds to implement the Housing First model.

The City's HUD Consolidated Plan includes a high priority for supporting programs for the prevention of homelessness. The policy priority has been successful in ensuring the HUD CDBG and HOME resources are aligned to support Housing First. The City successfully utilizes HOME funds for increment III of Housing First. The first HOME increment was contracted in 2018 with requests for FY19 to continue using federal HOME funds of \$1.2 million each year for tenant-based rental assistance.

Additionally, CDBG funds were successfully applied in April 2018 towards three property acquisitions that each serve households, who would otherwise be homeless. These purchases were critical in maintaining and increasing a sustainable inventory of affordable properties. One property was acquired in Waikīkī to support homeless persons from the area, which also ensured the resort-zoned property was not developed by a different buyer in a way that would take the units out of the housing market. Additionally, the City was able to fund two acquisitions by non-profit Gregory House to sustain housing and supportive services to individuals and households, who otherwise would be homeless.

d. The City should adopt public policies focused on developing and financing acquisition and/or rehabilitation of Single Room Occupancy (SRO) units as appropriate to geographical regions.

A number of the acquisitions done by the City have focused on SROs, which are especially cost-effective options for single persons experiencing homelessness. The City's purchase on 'Ena Road is comparable to a SRO, and the renovations of Young Street and Citron will provide similar models of SRO units.

- 2. Through adoption of the Housing First philosophy, the City should leverage the following federal, state, community, and private sector partnerships to provide case management, employment training, and other services to address the medical, psychological, social, vocational and legal needs of chronically homeless individuals.**

The City leveraged relationships with all State and City funded providers of services to homeless persons or families by convening training to adopt a common assessment tool and compiling data in a single source. As a result, the Coordinated Entry System (CES) was launched in the fall of 2017 with Aloha United Way now serving as the single repository of data. The new system allows agencies to serve the most vulnerable clients and to sort by region to facilitate the housing of families or persons from a given region and other criteria that seeks to ensure an appropriate match between the project and the client being placed. Such was the case in Wai‘anae with the opening of Kauhale Kamaile, where only families from zip code 96792 with children in the Wai‘anae school district were accepted for residency.

The integration of the CES has been critical to helping those in the most need rather than those easiest to help. It is premised off the concept that there is no wrong door to enter the support network; rather, case managers ensure clients are assessed and entered into the network that appropriately matches them to the housing solution best suited for their unique needs. On a programmatic level, the data made available through this database as well as the Homeless Management Information System (HMIS) ensures that decisions about how new projects should be structured is based upon current information on the needs of the community.

The current level of coordination between the City and State is high, and it is apparent how foundational this collaboration is in building effective systems that address the broad range of needs that persons experiencing homelessness have. The City continues to leverage partnerships to increase community impact through efforts with the Honolulu Police Department, state Department of Health, Department of Human Services and Governor’s Homeless Coordinator. Ultimately, the serious health and mental health issues facing many members of our homeless community cannot be addressed without serious commitment by the State and deliberate partnership to effectuate it.

- 3. To address the potential impact of federal funding reductions and programs that may be reduced as a result of the 2013 federal sequestration, the City should:**
 - a. Continue to monitor information from the federal agencies on direct impacts;**

- b. Implement cost saving measures to sustain programmatic goals with current funding levels; and**
- c. Amend fiscal policy to support funding of homeless initiatives.**

The federal sequestration ended with the City's federal funding being restored to prior levels in Section 8 and other HUD entitlement programs. However, the City has supported the policy of funding homeless initiatives directly to ensure sustainability of the programs. Thus, the majority of the Housing First program is City funded, and the City uses valuable data from CES and HMIS as well as close working relationships with the provider community to identify cost-savings opportunities and ensure resources are being put into the most effective programs and initiatives.

- 4. The City should set specific placement goals, utilizing the data collected during the annual Point-in-Time count as the benchmark to achieve measurable results to relocate homeless individuals to appropriate housing, services, or treatment programs.**
 - a. The City's Housing First demonstration project will place 25 persons, which is 5% of the Chronically Homeless People – Unsheltered as counted on January 22, 2013 in scattered-site supportive housing by December 31, 2014; and**

The City's Housing First demonstration project placed 25 persons in Pauahi Hale by 2015, and this program is still being successfully run in 2018.

- b. Assuming funding availability, the second phase of the demonstration project will place 50 additional persons, which is 10% of the Chronically Homeless People – Unsheltered as counted on January 22, 2013 in scattered-site supportive housing during calendar year 2015.**

The City placed 176 additional persons in scattered site supportive housing during calendar year 2015. Since then, these Housing First demonstrations have grown into a fully-developed program with three increments, which collectively have the capacity to provide 315 households at any given time with a rental subsidy and case management. Depending upon the household size, these vouchers means \$7 million providing housing for 360-400 individuals, who would otherwise be homeless. The current contracts integrate the CES and HMIS databases to ensure programs are coordinated and individuals are served by Housing First based upon their need.

5. The City should adopt legislation to support implementation of the Housing First initiative, including:

a. Amendment of fiscal policies and CDBG priorities to support funding of Housing First with all available federal monies; and

The City fiscal policies allowing for the funding of Housing First and CDBG priorities were amended via the HUD Consolidated Plan to place a priority on all programs seeking to address homelessness. This has been and continues to be a priority to ensure all programs are working in alignment and in support of housing Honolulu's homeless community.

HUD has a Conflict of Interest policy that limits the City's ability to utilize HUD monies within City-owned properties, therefore emphasis has been placed on funding external agencies via HUD monies. The City continues to work with HUD regulations to determine whether a waiver is available for use of federal dollars in City-owned properties.

b. Amendment to the fiscal year 2014 operating budget to add one (1) permanent full-time position and \$150,000 to support implementation of the Housing First Initiative.

The DCS FY14 budget was amended to add one (1) limited term position and funding to support implementation of the Housing First Initiative. To date, four (4) personal services contract positions are funded to support the three increments of Housing First vouchers, Hale Mauiola Navigation Center, 'Ena Road and various support functions of City-owned properties with Housing First residents. For fiscal year 2019, \$194,772 was in the Budget for the four contract positions in addition to significant effort and support in this program provided by division and departmental leadership.

Additionally, the DCS purchased and is managing the renovation of the Kūwili Street property to include a hygiene center, human services and permanent supportive housing with preference for persons experiencing homelessness.

UPDATE ON IMPLEMENTATION OF THE 2015 UPDATE OF 2013 ACTION PLAN REQUESTED BY CITY COUNCIL RESOLUTION 15-56

The City and County has fully implemented the recommendations of the 2015 Update of the 2013 Action Plan to Address the Public Health and Safety Issues Associated with Concentrations of Homeless Persons in the City and County of Honolulu, as outlined below:

Goal #1: As part of its Housing First program, via RFP to a service provider: (i) provide Housing First Tenant Based Rental Assistance to persons and/or families experiencing homelessness, and (ii) provide services to such persons including case management; work readiness and employment assistances; and legal services.

The City and County of Honolulu adopted the Housing First principles to implement a scattered site model during FY15 and continues to implement and grow it into FY19. Housing First currently includes three increments of Housing First for a total of 315 vouchers. These vouchers provide a rent subsidy and case management support to recipients and their households, with a focus on the most vulnerable individuals with the greatest need. Increments I and II are fully funded with City funds at \$4.8 million per year, and Increment III utilizes the federal HOME funds for the rental assistance portion of the contract at \$1.2 million each year while general funds pays the City-funded portion of \$1 million each year. In summary, the City leverages \$5.8 million for an additional \$1.2 million of HUD funds to provide \$7 million for the program. Independent studies by the University of Hawai'i, Department of Psychology report an 86% retention rate achieved and sustained over the three years of the program.

Goal #2: Develop housing to support the City's Housing First approach to ending homelessness, including the acquisition or renovation of a building or units to support the City's Housing First program.

The City has both acquired and developed a number of properties focused on increasing the availability of units to support the City's efforts to serve persons experiencing homelessness. The assets are managed by property management contractors with experience in housing and service-related programs specifically for previously homeless persons or families.

Of these acquisitions, most have focused on SROs, which are especially cost-effective options for single persons experiencing homelessness. The City's purchase on 'Ena Road is comparable to a SRO, and the renovations of Young Street and Citron will provide similar models of SRO units.

Goal #3: Provide homeless prevention and rehousing services to persons and/or families experiencing homelessness and/or persons and/or families at risk of homelessness.

For many years, the City Administration has been dedicated to providing programmatic support Honolulu's families experiencing or at-risk of experiencing homelessness. The mission of DCS is to be a: "community partner creating opportunities to improve the quality of life for the people of O'ahu." Programs across five divisions are focused on serving the needs of Honolulu's vulnerable communities through a keiki to kūpuna model that includes: aging and disability resources, grants, housing and rental assistance, workforce training, and youth services. Each of these programs provide tools and resources to prevent homelessness.

For those households already experiencing homelessness or at-risk of homeless, some of the housing specific resources available through the City include:

- Section 8 Housing Choice Vouchers
- HUD-Veterans Affairs Supportive Housing Program Vouchers
- Rent to Work Program Housing Subsidy
- Emergency Solutions Grants Program
- Rapid Rehousing
- Special needs housing
- Elderly aging-in-place resources

The FY19 Budget for Other Services also included \$9,024,358 in General Funds for the following Housing First Initiative projects:

- Housing First I (115 slots) - \$2,400,000
- Housing First II (100 slots) - \$2,320,000
- Housing First III (100 slots) - \$1,000,000
- Hale Mauiola Operations - \$1,379,358
- Kūwili Street Operations - \$1,000,000
- Beretania & Hassinger Street and Wai'anae Housing Operations - \$25,000
- Landlord Engagement - \$400,000
- Outreach Navigation - \$500,000

In addition, the fiscal year 2019 Budget includes \$1,200,000 in federal HOME funds for the rental assistance portion of the Housing First Increment III program.

Goal #4: The City will continue to work with the Continuum of Care (CoC) agencies to transition federal CoC resources toward adding Housing First projects to future HUD applications through a Request for Interest (RFI) process.

HUD Continuum of Care (CoC) resources are valuable to support non-profit programs to assist in quickly rehousing homeless persons as well as promote access to mainstream programs. In Hawai'i, the program is community managed with provider agencies establishing priorities. Efforts to utilize Continuum of Care funds for Housing Funds were determined by members to be more successful if utilized to serve programs to support persons experiencing homelessness rather than supporting the City's Housing First program directly. Members preferred to sustain the nonprofit objectives that are supplemental to Housing First. So despite the inability to redirect the funds, the CoC contracts directly support the City's goals to address the issue of homelessness.

Goal #5: The City will continue to support public policy to support use of HUD Community Development Block Grants (CDBG) and HOME Investment Partnership (HOME) funds to implement the Housing First model.

The City's HUD Consolidated Plan includes a high priority for supporting programs for the prevention of homelessness. The policy priority has been successful in ensuring the HUD CDBG and HOME resources are aligned to support Housing First. The City successfully utilizes HOME funds for increment III of Housing First. The first HOME increment was contracted in 2018 with requests for FY19 to continue using federal HOME funds of \$1.2 million each year for tenant-based rental assistance.

Additionally, CDBG funds were successfully applied in April 2018 towards three property acquisitions that each serve households, who would otherwise be homeless. These purchases were critical in maintaining and increasing a sustainable inventory of properties. One property was acquired in Waikiki to support homeless persons from the area, which also ensured the resort-zoned property was not developed by a different buyer in a way that would take the units out of the housing market. Additionally, the City was able to fund two acquisitions by non-profit Gregory House to house and provide supportive services to individuals and households, who otherwise would be homeless.

Goal #6: The City will play a significant policy role in the homelessness solution as a funder of programs.

Efforts to address homelessness by funding programs is evident in the City's update of the HUD Consolidated Plan to establish addressing homelessness as a priority for all HUD funds. On average the City receives \$15 million of HUD funding annually. In

addition, the DCS operating budget includes \$9 million of City General Funds to contract with providers to implement the Housing First program and operate the Hale Mauiola navigation center.

In support of the end goal of increasing the number of available affordable rental units within the City and County of Honolulu, the Department of Land Management invested \$49 million of City general obligation bonds toward acquisition and renovation of affordable housing units since 2015.

Goal #7: Through adoption of the Housing First philosophy, the City will continue to leverage the following federal, state, community, and private sector partnerships to provide case management, employment training, and other services to address the medical, psychological, social, vocational, and legal needs of chronically homeless individuals.

The City leveraged relationships with all State and City funded providers of services to homeless persons or families by convening training to adopt a common assessment tool and compiling data in a single source. As a result, the Coordinated Entry System (CES) was launched in the fall of 2017 with Aloha United Way serving as the single repository of data. The new system allows agencies to serve the most vulnerable clients and to sort by region to facilitate the housing of families or persons from a given region and other criteria that seeks to ensure an appropriate match between the project and the client being placed. Such was the case in Wai‘anae with the opening of Kauhale Kamaile, where only families from zip code 96792 with children in the Wai‘anae school district were accepted for residency.

The integration of the CES has been critical to helping those in the most need rather than those easiest to help. It is premised off the concept that there is no wrong door to enter the support network; rather, a case managers ensure clients are assessed and entered into the network that appropriately matches them to the housing solution best suited for their unique needs. On a programmatic level, the data made available through this database as well as the Homeless Management Information System (HMIS) ensures that decisions about how new projects should be structured is based upon current information on the needs of the community.

The current level of coordination between the City and State is high, and it is apparent how foundational this collaboration is in building effective systems that address the broad range of needs that persons experiencing homelessness have. The City continues to leverage partnerships to increase community impact through efforts with the Honolulu Police Department, state Department of Health, Department of Human Services and

Governor's Homeless Coordinator. Ultimately, the serious health and mental health issues facing many members of our homeless community cannot be addressed without serious commitment by the State and deliberate partnership to effectuate it.

Goal #8: Through adoption of a new affordable housing policy and other housing initiatives, the City will make housing more affordable.

The following initiatives implemented the Affordable Housing Strategy of the City:

- The Accessory Dwelling Unit (ADU) Ordinance allows small accessory units to be added on most residential lots (for long-term rental only), with up to \$10,000 in financial incentives available. Over 500 ADU permits have been issued or approved. Ordinance 18-10 now requires affordable housing in most development, while Ordinance 18-1 provides \$30,000 to \$70,000 in financial incentives per affordable unit. The City's 201H Rules for affordable housing development have been updated, with adoption expected by the end of 2018. The City's Affordable Housing Fund was modified under the City Charter to make it more useful for rental housing development.
- Several Neighborhood TOD Plans, the TOD Special District regulations and Waipahu TOD zoning were adopted, and encourage or require affordable housing to be provided in return for added height and density. Reduced TOD parking requirements also contribute to affordability. Five mixed-use/residential towers in the Ala Moana area, which include affordable housing, have been approved under interim TOD permits, with another project under review by City Council.
- Over \$1.5 billion in TOD-related infrastructure projects to support affordable housing have been identified, with several projects under way. An Iwilei/Kapālama infrastructure needs assessment and finance strategy has been drafted. The City worked with the new State TOD Council to develop a TOD Strategic Plan for priority redevelopment of state properties in the rail corridor. The City is preparing to release RFPs for development of affordable housing on city-owned properties.

Goal #9: The City will seek opportunities to improve the income-generating ability of those most vulnerable to homelessness.

The City has a robust workforce development program focused on providing employment training, mentorship, and job placement services to Honolulu's residents. In 2018, the program consolidated into the American Job Center Hawai'i as a one-stop center providing free employment training services to job seekers and assisting employers looking to hire or train employees. The WorkHawai'i division of the DCS also provides

job training, internship, and job placement for youth ages 16-24. The WorkHawai'i Rent to Work Program provides rental assistance in conjunction with workforce development to previously homeless families.

Goal #10: The City will seek legislative opportunities to further its homelessness initiatives.

The City's collective initiatives have sought to open the door to a new era for affordable housing, including: new affordable housing requirements and incentives, legalization and incentivizing of accessory dwelling units, other bills and changes in administrative rules supporting more affordable housing, and public-private partnerships such as Kahauiki Village. The City's own aggressive program of acquiring and expanding our own portfolio of permanent housing units, especially targeting the homeless population and other special needs populations, illustrates the Administration's commitment to affordable housing. Projects like Kahauiki Village place community in the center of affordable housing, and the City looks forward to promoting and facilitating more culturally appropriate housing, such as Kauhale models of community living with shared facilities. The City supports new legislation to address transient vacation rentals, as well as incentives which encourage the construction of accessory dwelling units.

The Board of Water Supply's recently approved incentives for affordable housing are another indicator that City agencies are doing all they can to support the construction of more affordable housing. The future is bright for transit-oriented development as rail continues to make progress toward completion in 2025, with initial operations beginning in 2020. The Administration fully supports the recommendations of the Special Action Team on Affordable Rental Housing and the Final Report to Governor Ige on July 27, 2018, including the need to fund the Rental Housing Revolving Fund \$100 million for each of the next ten years in order to provide the over 9,000 units of affordable housing needed for O'ahu, and the over 22,500 needed for the entire State by 2026.

In 2018, the City proposed and supported Bill 52 with the Honolulu City Council as a measure to promote the systematic and deliberate approach to enforcing the City's laws. The initiative puts onus on the City to ensure individuals are offered shelter and transportation to a shelter, where that has been a barrier in their housing options. It plays a role in the overall comprehensive picture of the City's strategy towards homelessness by connecting individuals that may need the additional push towards support and resources.

SPECIFIC QUESTIONS REQUESTED BY CITY COUNCIL RESOLUTION 18-158, FD1

(1) Performance Metrics to Measure the Progress of the Action Plan

The Administration's implementation of the Housing First policy and Action Plan included development of program goals and measurable outcomes to determine the success of the program. Accordingly, all Housing First contracts require the provider to report to the City monthly on the following outcomes:

- Number of households who have completed intake
- Number of households housed at the beginning of the month
- Number of households placed in housing during the month
- Number of households leaving housing during the month
- Number of households in housing at month's end
- Number of households participating in supportive services
 - Case management
 - Alcohol/Drug Abuse Treatment
 - Mental Health Services
 - Housing Placement
 - Employment Assistance

Exhibit A provides results of the performance metrics used to measure the progress of the Housing First program and the Hale Mauliola navigation center.

(2) Specific Actions to Move Unsheltered Homeless Persons into Supportive Housing, Services and Treatment Programs

Policy

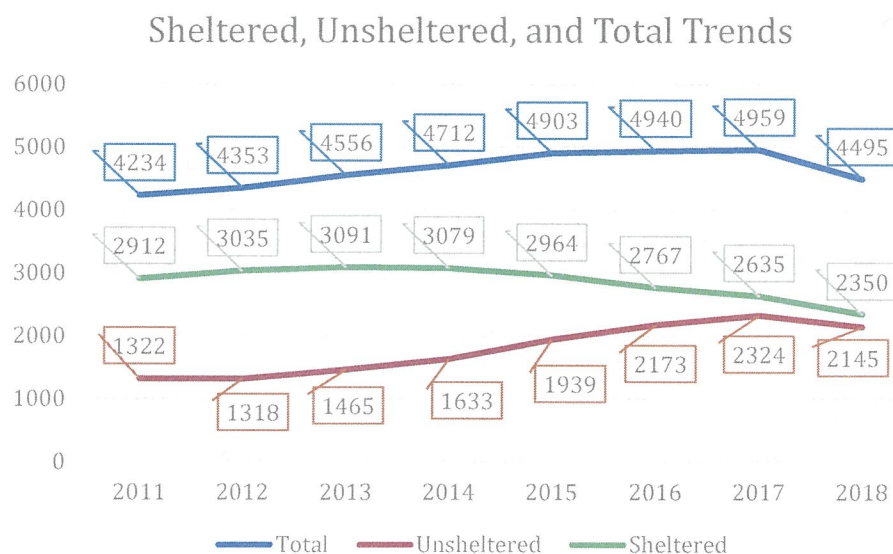
This Administration established an overall solution strategy for homelessness early in the term with Mayor Caldwell noting, "The only permanent solution to homelessness is housing and an effective support system and the only way this can be achieved is through the city, state, and service providers working closely together." The key components of this strategy – housing, support services, and collaboration – are principal elements of "Home, Together: The Federal Strategic Plan to Prevent and End Homelessness" (Home, Together), released in July of 2018. The goal is clear: "to end homelessness in America." Ending homelessness doesn't mean, no one will ever be homeless. But it does mean we will have, "... a systemic response in place that

ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and one-time experience”³

At the policy level, we are beginning to see signs that this strategy – housing, support services, and collaboration – are working:

- The total 2018 Homeless Point-in-Time count on O‘ahu declined for the first time since 2009: 4,495 from 4,959 in 2017, a 9.4% decrease (-464 persons).
- Family homelessness declined by 13.9% to 1,590 from 1,847 in 2017 (-257 persons).
- The total number of homeless children declined by 14.8% to 899 from 1,055 in 2017.
- Unsheltered homelessness on O‘ahu declined for the first time since 2012 by 7.7% to 2,145 from 2,324 in 2017 (-179 persons).
- Chronic homelessness on O‘ahu declined by 3.6% to 1,117 from 1,159 in 2017 (42 persons).

However, the Administration acknowledges that many people in our community remain unconvinced that we are making progress. The reason is primarily because of the challenge of the unsheltered and very visible homeless population. As the graph below illustrates, unsheltered homelessness increased by over 76% from 2012 to 2017. While Honolulu experienced a decline in 2018, the unsheltered homeless population remains very high at 2,145 persons, and very often concentrated in highly populated areas of O‘ahu, where access to food, services, and transportation are more readily available.



³ “Home Together: The Federal Strategic Plan to Prevent and End Homelessness,” United States Interagency Council on Homelessness, 2018.

These feelings and frustrations should be tempered with the very real and measurable progress that is being made. There are no quick and easy solutions to homelessness, especially unsheltered homelessness. But the City is making real progress and is gaining a better understanding of what delivers results both from our experience locally, as well as the research and experience of our national and international colleagues. The summary of our strategy below will also highlight new strategies and approaches to be employed in order to address unsheltered homelessness in particular.

Strategy

The City Administration takes a **systems approach**, working in a coordinated and collaborative way with federal agencies, the state, providers, and community organizations as provided in “Hawai‘i’s Coordinated Homeless Crisis Response System” chart in Exhibit D. In August of 2017, O‘ahu implemented a coordinated entry system (CES) for singles and families, and expanded to include youth and survivors of domestic violence in January 2018. Working together, O‘ahu providers and government agencies have embraced CES to ensure that all people experiencing homelessness have fair and equal access to services, are quickly identified, assessed for, referred to, and connected with housing and assistance based on their strengths and needs. The Administration is committed to practices that ensure alignment and timely distribution of all federal grants.

Collaboration with healthcare has increased more recently, and this trajectory is expected to accelerate. Taking a systems approach has facilitated more interagency cooperation, including HELP (Health, Efficiency, Long-term Partnerships) Honolulu’s evening outreach program, the new Joint Outreach Center, and collaboration with healthcare, including a pilot between Queen’s emergency room and CES. The systems approach is driving the policy of the new Kūwili project which will include a hygiene center, health services, and supportive housing.

The approach is **data-driven**. The Administration is committed to strengthening the collection, reporting, and use of data in the development, implementation, and evaluation of programs. Data sources employed include, but are not limited to, the Homeless Point-in-Time Count and the Homeless Management Information System (HMIS). City contracts impacting homelessness are requiring the use of HMIS, for example, in order to better measure systems impact, accountability, and transparency. Where appropriate, the use of targets and performance management practices are being implemented.

The City Administration focuses its funding towards interventions and programs that are **“evidence-based” and “best practices.”** We seek the guidance and experience of federal agencies such as the United States Interagency Council on Homelessness (USICH) as well as respected national and international organizations such as the National Alliance to End

Homelessness (NAEH) and OrgCode. Their guidance has influenced the development and implementation of city programs including, Honolulu's Hale Mauiola low-barrier navigation center and the three increments of Housing First. The City's new coordinated and centralized landlord engagement program and outreach navigation program are inspired by their research and recommended practices. Recently we debuted a training on "Rapid Resolution and Diversion" led by OrgCode, and an area of increased focus in the Home, Together. This will be one of our new program requests for the FY 2020 budget. As one of ten initial cities in the 2018 "Encampments and Unsheltered Homelessness Initiative" sponsored by the HUD, USICH, and NAEH, Honolulu has been invited to be part of an initiative committed to partnerships, research, data, thoughtful innovation, and sharing of learning. The Administration anticipates that this initiative will lead to new proposals to better address unsheltered homelessness.

There is no solution to homelessness without more **affordable housing**. Again, this is one of the new focus areas in Home, Together, and it is a major priority for Mayor Caldwell's administration. Research is clear in demonstrating that the greatest predictor of homelessness is the unaffordable housing rate. Around the country, cities and states have learned that without significant and measurable action that results in more affordable housing, homelessness cannot be reduced. The recent Aloha United Way report, Assets Limited, Income Constrained, Employed (ALICE) confirms what other surveys have indicated: one out of two households in Hawai'i is on the edge, only a few months away from economic and social disaster. And the greatest cost factor in this economic equation is housing. Housing costs impact everyone, not just those experiencing homelessness.

The City's collective initiatives have sought to open the door to a new era for affordable housing, including: new affordable housing requirements and incentives, legalization and incentivizing of accessory dwelling units, other bills and changes in administrative rules supporting more affordable housing, and public-private partnerships such as Kahauiki Village. The City's own program of acquiring and expanding our own portfolio of permanent housing units, especially targeting the homeless population and other special needs populations, illustrates the Administration's commitment to affordable housing. Projects like Kahauiki Village place community in the center of affordable housing, and the City looks forward to promoting and facilitating more culturally appropriate housing, such as Kauhale models of community living with shared facilities. The City supports new legislation to address transient vacation rentals, as well as incentives which encourage the construction of accessory dwelling units.

The Board of Water Supply's recently approved incentives for affordable housing are another indicator that City agencies are doing all they can to support the construction of more affordable housing. The future is bright for transit-oriented development as rail continues to make progress toward completion in 2025, with initial operations beginning in 2020. The Administration fully supports the recommendations of the Special Action Team on Affordable Rental Housing and

the Final Report to Governor Ige on July 27, 2018, including the need to fund the Rental Housing Revolving Fund \$100 million for each of the next ten years in order to provide the over 9,000 units of affordable housing needed for O‘ahu, and the over 22,500 needed for the entire State by 2026.⁴

For Honolulu to address homelessness, **community engagement** is absolutely required. It is the City Administration’s task to both listen to and educate the community about housing and homelessness. The community has made it clear that public facilities must be available to the public and community standards must be respected. At the same time, O‘ahu’s community wants a compassionate response to the needs of those who experience homelessness. Balancing the many legitimate demands is complex, but necessary. We believe that most people can resolve their homelessness, and that we should not do for them what they can do for themselves. Limited government resources must target those who cannot help themselves, and who lack family and community support.

The City Administration is creating a coordinated and centralized landlord engagement program to incentivize and support landlords to rent to homeless and low-income clients, including veterans. The program will include 24/7 support and access to remediation funds in case of extraordinary unit damage, as well as support to better link available units with those in need. The Administration also seeks community support of our homeless service providers by directly working with them. This is especially the case for community groups which may engage in practices which unintentionally enable unsheltered homelessness to persist. We need the community to support true solutions to affordable housing, such as the implementation of the new affordable housing requirements, the funding of the Rental Housing Revolving Fund by the State legislature, increased funding for Housing First, rapid rehousing, mental health and addiction services, and other proven strategies that help those who need help. While law enforcement has a role to play in maintaining community standards, the community must also contribute through the expansion of private security and other practices which de-incentivize unsheltered homelessness.

These five strategies – systems approach, data-driven, evidence-based and best practices, affordable housing, and community engagement – require a long-term commitment by the entire community to ending homelessness, not merely managing it. It’s not about hiding homeless people, but embracing our community responsibility to truly support and care for their unique needs.

⁴ “*Special Action Team on Affordable Rental Housing*,” Final Report to Governor Ige, July 27, 2018, http://files.hawaii.gov/dbedt/op/spb/AffordableRentalHousingReport_10YearPlan.pdf.

Results

The driving goal of the City is to support as comprehensively as possible the movement of unsheltered individuals and households into long-term supportive housing, where they have the support and resources needed to be self-sufficient, where possible, and can increase their overall quality of life. The City has taken numerous actions to move unsheltered homeless persons into supportive housing, services and treatment programs over the past two fiscal years and specifically since the City adopted the Housing First policy in 2013. The program was modeled after national standards as a way to provide permanent supportive housing to persons and families living with homelessness as a foundation to build towards health, economic, and physical stabilization and overall quality of life improvements.

Three increments of Housing First contracts have been implemented to provide rental assistance and supportive services, providing housing to 315 families at any given time, with a focus for placement of the most vulnerable households. In addition to the housing and support provided through Housing First, over the past three years, the City has also taken steps towards increasing housing inventory and access into those units through: opening a navigation center to provide reduced-barrier access to shelter, acquiring and/or renovating multiple affordable housing properties to provide additional dwelling units for low and very-low income households, and developing a service-rich facility to provide homeless persons with access to a hygiene center, human services and permanent supportive housing. The specific programmatic goals and objects are provided below.

Housing First Increments I, II, & III

All three City Housing First Increments share similar project goals and objectives:

- a. Build upon and complement existing homeless assistance initiatives including, but not limited to, the Coordinated Entry System (CES), Hawai'i Pathways project, State of Hawai'i Housing First program, the City's other Housing First Increments, Hale Mauiola Housing Navigation Center, and programs addressing veteran homelessness.
- b. Provide rental assistance to a minimum of one hundred households, which may include individuals and families, experiencing chronic homelessness as determined by one member of each household having a VI-SPDAT score of 10 or higher during the first year of operation.
- c. Continue to offer supportive services and rental assistance to those one hundred households in subsequent years (85% of Project clients are expected to remain supportively housed one year after placement).
- d. Provide for an evidence-based evaluation program to assess the effectiveness of the Housing First approach in successfully transitioning people experiencing Chronic

Homelessness to permanent housing in the community, and demonstrate the cost-effectiveness of the Housing First approach compared to other interventions.

- e. Alleviate the impacts of unsheltered homelessness persons on residents, businesses, and visitors in the City through the creation of appropriate housing opportunities that will facilitate the transition of unsheltered homeless persons and families from public and private property not meant for human habitation to appropriate housing in the community.

Increment I (IHS) principally targets homelessness in urban Honolulu, generally defined as Waikīkī, downtown Honolulu, Chinatown and Iwilei, and Leeward O‘ahu. Increments II (US Vets) and III (Catholic Charities Hawai‘i) serve people experiencing chronic homelessness throughout the island of O‘ahu. Increment III is the only increment that receives HUD funding (HOME funds) and therefore adheres to HUD Tenant Based Rental Assistance regulations.

Hale Mauiola Housing Navigation Center

Hale Mauiola was designed as an innovative approach to filling a gap area in the services to our unsheltered homeless households. It combines the rapid housing element of traditional shelters with the service rich environment that allows clients to work, have some safe and secured transitional housing, and receive wrap around supportive services to develop a long-term housing plan tailored to the unique needs of the household. As a navigation center, the program is designed to be a place to assess individual needs and connect those needs to the appropriate solutions and resources. Specific measurements include:

- a. Transitions a minimum of 150 people experiencing unsheltered homelessness on O‘ahu to stable shelter, housing, or supportive housing in the community for each year of the contract.
- b. Provides services to people experiencing homelessness including, but not limited to: intake and assessment, case management, supportive services, and housing and shelter placement.
- c. Reduces street homelessness by providing on-site short-term shelter to individuals not to exceed 120 days of residency.
- d. Maintains a minimal shelter occupancy rate of ninety percent throughout the contract term.
- e. Places a minimum of fifty percent of project clients into permanent housing.
- f. Ensures that less than fifteen percent of clients who exit to a permanent housing location return to homelessness within two years.
- g. Increases the earned income for twenty percent of Project clients each contract year.
Increases non-employment income for thirty percent of project clients each contract year.
Increases total income for forty-five percent of project clients each contract year.

Mobile Hygiene Trailer

The hygiene trailer will consist of a total of three showers and three toilets. One shower and one toilet will be American with Disabilities Act (ADA) compliant. Operations are scheduled to begin in October 2018. The operations contractor for the Mobile Hygiene Center is Refresh & Revive. The hygiene trailer will:

- a. Provide hygiene services to individuals experiencing unsheltered homelessness and to augment outreach services to areas with known unsheltered populations across O‘ahu;
- b. Alleviate impact that unsheltered homeless people have on the residents, businesses and visitors of the City; and
- c. During operations, the Center will provide other support service opportunities that will facilitate the transition of individuals and families experiencing homelessness into appropriate shelter and housing within the community.

Affordable Housing Acquisitions/Renovations

The following properties were acquired and/or renovated to increase the availability of units to support the City’s efforts to serve persons experiencing homelessness. The assets are managed by property management contractors with experience in housing and service-related programs specifically for homeless persons or families. Among these recent acquisitions, 148 units were added to the affordable housing inventory for low and very-low income households.

For all property management contracts, the contractors must ensure that all tenants have experienced homelessness, sheltered or unsheltered, prior to their residency. The State of Hawai‘i 2018 Affordable Housing Rental Report demonstrates that over half of the demand for affordable rental housing in Honolulu is for households earning 60% or less of the area median income (AMI). The City has been focused on developing and implementing projects in order to help meet demand, which is largely unmet by the private housing market. At most of these properties, tenant’s household income may not exceed sixty (60%) percent of the HUD O‘ahu AMI, as amended. Priority is given to families with children under eighteen (18) years of age, Veterans, and/or households with an employed household member.

- a. **1727 Beretania Street** - This project added 24 units, which are all rented to previously homeless households. The property is comprised of a three (3) story walk-up apartment building consisting of nineteen (19) one (1) bedroom / one (1) bathroom units with approximately 600 square feet of interior living space and 100 square foot lanais; and five (5) two (2) bedroom / one (1) bathroom units with approximately 700 square feet of interior living space and 157 square feet lanais. The Project includes one (1) two-bedroom and one (1) one-bedroom ground floor, Americans with Disabilities Act (ADA) compliant units. The project contractor is Housing Solutions, Incorporated.

- b. **86-537 Halona Road** - This project added 3 units for larger families, which are all rented to previously homeless households. The project is composed of three modular housing units, two 2-bedroom units and one 1-bedroom unit that are ADA compliant. The units are new and unoccupied. There are four standard parking stalls and one ADA parking stall. The project contractor is Kealahou West O‘ahu.
- c. **1506 Pi‘ikoi Street** - This project added 42 units, which are all rented to previously homeless households. The project is comprised of a three (3) story walk-up building and a two (2) story walk-up building consisting of 42 permanent rental units, including four (4) three-bedroom units, three (3) two-bedroom units, twenty-four (24) one-bedroom units and eleven (11) studios. One (1) three-bedroom, one (1) two-bedroom, and one (1) one-bedroom unit will be designed to be ADA compliant and these units will be located on the ground floor. One (1) one-bedroom unit shall be reserved for the on-site resident manager at no cost to the resident manager. The project contractor is Housing Solutions, Incorporated.
- d. **Kauhale Kamaile** - This project added 16 units, designed to accommodate large families, and are all rented to previously homeless households. The project is comprised of sixteen (16) units: five (5) one-bedroom units and eleven (11) two-bedroom units. One (1) two-bedroom unit is ADA compliant. The units are placed in two-unit clusters connected by lanai that may be expanded to create three-bedroom or four-bedroom units to accommodate larger families. The Contractor has the option of creating up to two (2) three-bedroom and two (2) four-bedroom units. The project contractor is Alternative Structures International.
- e. **‘Ena Road** – Property management services are provided for a seven-story building fronting ‘Ena Road in Waikīkī. On floors 3 through 8, there are thirty-three (33) studio units with five shared living spaces. No more than two persons can occupy each studio unit. In total, 66 persons can occupy the building at a time. On the second floor is the resident manager’s office and space for social service provision to the residents and other special needs populations. All units are rented at 80% or below of the area median income as defined by HUD. No less than 60% of the facility units are rented to low-income persons (60% of AMI or below). At least 20% of tenants must be individuals determined to be chronically homeless, although 56% of the building is currently occupied by previously homeless individuals with a long-term goal of 100%. Preference is given to applicants previously residing in the 96815 zip code. The project contractor is Housing Solutions, Incorporated.
- f. **Kūwili Street** – This project is designed as a wrap-around program to include a hygiene center, human services support, and 40 units of permanent housing for previously

homeless individuals. The human services provider as well as the operator and property manager for the permanent housing is currently under a procurement process. The operations contractor for the Hygiene Center is Mental Health Kōkua. Operations are scheduled to begin in late 2018. Modeled on hygiene centers in Seattle, the Kūwili Hygiene Center will:

- i. Provide 7 day a week low barrier access to basic hygiene services including bathrooms, showers, mail service, and laundry facilities.
- ii. Enhance public health and safety by providing sanitary facilities for use by persons and families experiencing homelessness.
- iii. Serve as an entry point for persons and families experiencing homelessness to access other support services such as case management, health care and public benefits.

The project employs evidenced-based best practices to address homelessness including participating in the Coordinated Entry System, and access to permanent supportive housing.

Effective September 2018 the property management function and responsibility has transferred to the Department of Land Management, while the Department of Community Services continues to provide human services program support to the entities contracted for property management. This support includes the facilitation of meetings to ensure that residents are connected to services, that service providers and resident managers are communicating effectively, and to address any concerns related to the programmatic needs of the residents.

In addition to the City general funds appropriated to Housing First initiatives, the City leverages federal U.S. Department of Housing and Urban Development (HUD) funds to further the efforts of the 2013 Action Plan and 2015 update. Most HUD funds target homelessness and the prevention of homeless through support of affordable housing with the annual HUD entitlement award to Honolulu averaging \$15 million annually, exclusive of the \$40 million of HUD Section 8 Housing Choice Vouchers.

City and County of Honolulu
FY17 and FY18 HUD Annual Objectives

Objective	FY17 ⁵ Amount	FY18⁶ Amount
Homelessness	3,854,723	5,404,264
Affordable Housing	1,306,851	2,102,051
Public Services	1,005,504	971,177
Public Facilities	6,940,076	5,122,171
Administration	2,168,470	1,967,439
Total	\$15,275,624	\$15,567,102

HPD has provided a critical component in the City's overall strategy and has been proactive in developing a number of programs through the Community Outreach Division with a focus on community-based solutions:

1. HELP Honolulu

The HELP Honolulu pilot project was created in order to improve the way that HPD officers interact with the at-risk homeless community while assisting area social service providers in their mission to offer housing, substance counseling, mental health referrals and medical care. Through collaboration with service providers, the HELP Honolulu program conducts small weekly and large monthly joint outreach operations which to-date have assisted over a hundred individuals into shelter. HELP Honolulu which has primarily focused on the downtown area is currently being expanded island wide due to its success.

2. Crisis intervention team (CIT)

The Crisis Intervention Team (CIT) model was created in Memphis Tennessee in 1988, and currently more than 1,000 U.S. communities utilize crisis intervention teams. The CIT model was developed as a joint community response to Integrate Police, behavioral health professionals, family members, and consumers into a crisis response continuum when dealing with individuals suffering from mental health or substance abuse related

⁵ Twenty-Second Year Action Plan, Program Year 2016-2017:

http://www.honolulu.gov/rep/site/bfs/bfs_docs/FINAL_FY17_Action_Plan.pdf

⁶ Twenty-Third Year Action Plan, Program Year 2017-2018:

http://www.honolulu.gov/rep/site/bfs/bfs_docs/FINAL_FY18_Action_Plan_August_2017.pdf

issues. The CIT model, is designed to improve officers' ability to safely intervene, link individuals to mental health services, and divert them from the criminal justice system when appropriate. CIT focuses on de-escalation training for Police and collaboration with metal health providers. HPD is planning to integrate the Crisis Intervention Team model into the Patrol curriculum, this will better equip officers to handle a person in crisis linking them with service providers improving overall public safety.

3. Joint Outreach Center

In April 2018, HPD converted unused office space in the Chinatown Police substation into a Joint Outreach Center. The Joint Outreach Center promotes the HELP Honolulu concepts in a physical location. HPD was able find community partners to provide basic medical services to the wrap around services that HELP Honolulu partnerships provide. Area emergency rooms report that up to 30% of the patients are homeless individuals receiving low level non-emergency care. The Joint Outreach Center provides basic medical care to between 35-50 individuals a week who would otherwise be utilizing emergency rooms for care due to lack of coverage. The Joint Outreach Center has been successful in reducing emergency room visits, minimizing the spread of infectious disease, and decreasing the impact of uninsured medical cost to taxpayers.

(3) Expenditures FY17 and FY18 to Implement Action Plan

Implementation of the Action Plan was accomplished in FY17 and FY18 through multiple sources of program funding that included City as well as federal monies. City funds included general funds to support the Housing First rental assistance with supportive care, the navigation center and a mobile hygiene center. The federal funds included support from the follow programs: Community Development Block Grants, Continuum of Care, Emergency Solutions Grant, HOME Investment Partnerships Program, Housing Choice Vouchers (Section 8), and National Housing Trust Fund. General Fund contracts for each year, as detailed in the table below, include: \$4.6 million for FY17, \$6.5 million for FY18, and \$11.1 million cumulative for FY17 and FY18.

**City and County of Honolulu
FY17 and FY18 General Fund Contracts**

Housing Initiative Unit - Projects Expenditures Summary						
Project Title	Agency	Contract No.	Contract End Date	FY17 Expenditures	FY18 Expenditures	TOTAL
Community Assistance Program	Institute for Human Services	CT-DCS-1500501	3/20/18	625,759.04	373,128.79	998,887.83
Housing First Increment I	Institute for Human Services	CT-DCS-1500120	10/31/18	2,311,121.73	2,088,421.33	4,399,543.06
Housing First Increment II	US Vets	CT-DCS-1600281	11/22/17	248,226.92	2,016,658.73	2,264,885.65
Housing First Increment III*	Catholic Charities	CT-DCS-1700395	6/4/20			
Hale Maoliola						
Operations	Institute for Human Services	CT-DCS-1500498	2/14/19	718,882.26	937,520.67	1,656,402.93
Office Trailer Rental	Hawaii Modular Space	CT-DCS-1600123	10/20/18	25,346.58	25,346.58	50,693.16
Portable Toilets	Chemi-Toi	MA-DPR-1300030	5/31/18	6,912.00	7,668.00	14,580.00
Wastewater Pumping	VIP Sanitation	CT-DCS-1600083	6/30/18	462,580.71	908,283.26	1,370,863.97
Waste Removal	West Oahu Aggregate	CT-DCS-1600044	2/14/19	14,088.96	13,547.52	27,636.48
Security	Alii Security	MA-DPR-1700083	7/31/18	164,208.16	160,398.00	324,606.16
Property Management						
Farrington	Alternative Structures International	CT-DCS-1800161	2/26/19			
Halona	Kealahou West Oahu	CT-DCS-1700118	11/30/18			
Beretania	Housing Solutions	CT-DCS-1700152	1/19/19			
Piikoi	Housing Solutions	CT-DCS01700209	4/27/19			
Mobile Hygiene Center	Refresh & Revive	CT-DCS-1500501	3/20/18	N/A	143,230.13	143,230.13

Italics indicate final payment has not been made, amount may be subject to change.

*DCS has not received invoices yet for Increment III.

In addition to the operating budget resources, the City's capital budget provided funds for the development, acquisition and/or renovation of affordable housing rental units, including projects designed to prioritize housing for previously homeless households.

Ordinance 16-15
FY17 Capital Budget Expenditures
Related to Affordable Housing and Homelessness

Description	Source of Funds	Appropriation	Encumbered	Balance
COMMUNITY REVITALIZATION INITIATIVE Provision of funds for the land acquisition, lease, development, and/or renovation of facilities for urban rest stops, navigation centers, workforce/affordable housing and other community-focused projects initiated by community stakeholders in partnership with state housing development agencies or qualified nonprofits, provided that no more than \$2 million may be expended in any one council district.	GI	18,000,000	2,000,000 Acquisition pending in <i>City Council District VII</i>	16,000,000 Lapsed
HOUSING PARTNERSHIP PROGRAM Provide funds for the development or preservation of affordable and permanent supportive housing in partnership with state housing and development agencies or qualified nonprofit housing developers.	AF	6,100,000	2,300,000 Hale Makana O Maili and Pauahi Hale	3,800,000 Lapsed
OAHU PRESERVATION AND REVITALIZATION INITIATIVE Provision of funds for the acquisition of land and other miscellaneous costs relating, but not limited, to TMKs: I 2-009.011 and 1-2-009:098 (portions) as detailed in Resolution 16-48 CDI FDI TMK: 1-5-6-002:048 as detailed in Resolution 16-82 and TMKs: 1-2-002 113 and 1-2-002114.	GI	10,000,000	City attempted to acquire: owners unwilling to sell	10,000,000 Lapsed

Ordinance 17-33
FY18 Capital Budget Expenditures
Related to Affordable Housing and Homelessness

Description	Source of Funds	Appropriation	Encumbered	Balance
AFFORDABLE HOUSING STRATEGIC DEVELOPMENT PROGRAM Provide Affordable Housing Funds (AF) for the renovation C and/or development of low income affordable housing which X may be administered or managed by the City and County of Honolulu or in conjunction with private non-profit or private developers.	AF	5,000,000	3,850,000 Na Lei Hulu	1,150,000
COMMUNITY REVITALIZATION INITIATIVE Provision of funds for the land acquisition lease, development, and/or renovation of facilities for new or existing urban rest stops, navigation centers, crisis centers, workforce/affordable housing and other community-focused projects initiated by community stakeholders in partnership with State housing development agencies or qualified nonprofits. Consideration will be given to innovative low-cost housing options including, but not limited to, assisted living modular micro-unit buildings.	GI	5,000,000	-0- <i>Acquisition pending due diligence.</i>	5,000,000
AFFORDABLE HOUSING WITH PREFERENCE IN TRANSIT ORIENTED ZONES PROGRAM Provision of funds for the acquisition of land and other miscellaneous costs for the development of low income affordable housing and any necessary related infrastructure improvements with preference to housing in transit oriented zones.	GI	50,000,000	13,420,000	36,580,000

(4) *Implementation Plan FY18 and FY19 for Development or Acquisition of Permanent Supportive Units*

The annual ALICE Report published by Aloha United Way studies the financial hardship status of households in Hawai'i. ALICE is an acronym for Asset Limited, Income Constrained, Employed and represents households earning an income above the Federal Poverty Line but not enough to afford basic cost of living needs that include housing, healthcare, food, childcare, and transportation. The 2017 ALICE Report indicates that statewide, 11% of families live in poverty

and another 37% are considered ALICE families, totalling 212,079 families across the state. Additionally, the 2017 report estimates that there is a 44,000 Statewide gap between the number of renters below the ALICE threshold and the affordable units available. In the meantime, households are forced to live in units they cannot afford, make risky decisions about health and safety due to lack of income, and for many, choose homelessness as the only way to survive in Hawai‘i.⁷

The City Administration has a strong commitment towards adding much needed units to the affordable housing inventory to support the needs of our community and provide viable housing options to households at all income levels. Data such as the ALICE Report and State Affordable Housing Study underscore the need for an ongoing commitment to support the affordable housing needs of Honolulu residents. That commitment can be seen through an aggressive acquisition and development schedule as well as the continued investment in private projects that commit to affordable housing requirements.

City Development/Acquisition

Development of forty (40) permanent supportive units are under construction at the Kūwili Street project with additional units planned for development and renovation by the Department of Land Management at the Young Street and Citron Street properties.

The City is also scoping additional acquisitions during FY19 with emphasis on vacant buildings with small units or single room occupancy that can quickly add to the available inventory of needed units.

Private Development/Acquisition

An important strategy for the City is to be able to invest funds into existing projects to add units that will meet affordable housing needs. Investing funding, such as HOME, National Housing Trust Fund, or Affordable Housing Funds, allows units to be made available at much lower AMI level than may be achieved without it, including units targeted to households earning 60%, 50%, and even 30% of AMI. A few of the potential projects being considered for investment into additional permanent supportive units include: Queen Emma Tower, Hale Makana O Maili and Kahauiki Village.

⁷ ALICE: A Study of Financial Hardship in Hawai‘i (2017):
<https://www.auw.org/sites/default/files/United%20Way%20ALICE%20Report%20-%20Hawaii%2C%202017.pdf>

Affordable Housing Fund

The Affordable Housing Fund (AHF) requirements were revised by Charter Amendment to remove the perpetuity requirement and increase the required AMI limit and replace with a 60-year requirement to provide units for households earning 60% of AMI. As a result of the prior perpetuity requirement, which made investment even at highly subsidized levels challenging, only two projects accepted the award of AHF monies. Therefore, prior year lapsed appropriations were cleared with the balance carried forward to Fiscal Year 2019 in the amount of \$40.8 million. The Department of Community Services intends to issue the Request for Proposals in the first quarter of calendar year 2019. To date, the only firm commitment is funding in the amount of \$4 million for Phase II of Kahauiki Village.

General Obligation Bonds

The General Obligation Bond funded projects will be discussed with City Council members to identify feasible and appropriate projects within their respective City Council Districts. All projects will include community engagement and due diligence to ensure the project's success.

(5) Action Items Related to FY18 and FY 19 Appropriations to Implement Homeless Housing and Services Solutions in each of the Nine City Council Districts

Future implementation plans to address homeless housing and service solutions for persons experiencing homelessness will remain consistent with respect to the Housing First Program. Associate Professors Jack Barile from the University of Hawai'i, Department of Psychology has independently evaluated the City's Housing First Program Increment I for the past three years and confirmed an 86% retention rate that is slightly higher than the national average of 85%.⁸ The evaluation further confirmed that 74% of clients remain in the program and have been housed for an average of 2.4 years.

Consistent with the 2013 Action Plan and as discussed above, the Department of Land Management will continue efforts to increase the inventory and availability of affordable units to support the Housing First Program.

Regarding the specific solutions within each of the City Council Districts, **community engagement** is the most vital component of any program's success, therefore, the Administration

⁸ Jack Barile, Eva McKinsey, & Anna Pruitt. *City and County of Honolulu, Housing First, Year 3 Evaluation Snapshot*. University of Hawai'i at Mānoa, Department of Psychology, August 2018.

requested each area councilmember to assist with identification of the needs for their respective communities. The councilmembers' correspondences are provided in Exhibit B.

The Administration's priorities for addressing homelessness are outlined below. While each program has an island wide reach, we will work with each councilmember to determine the preferred use of resources within their district.

1. Conduct community engagement to address regional needs and solutions.
2. Continue to focus policy and funding to increase affordable housing inventory.
3. Continue funding of the Housing First and Rapid Rehousing programs.
4. Continue funding of Hale Mauliola Navigation Center and evaluate additional sites
5. Continue funding of hygiene center.
6. Fund and procure psychiatric services and landlord engagement to support chronically homeless individuals.
7. Fund transportation support to implement Bill 52.
8. Fund DFM fourth enforcement team to implement Bill 51.
9. Fund Honolulu Police Department's new Homeless Unit.
10. Fund Honolulu Police Department's Crisis Intervention Teams and related training.
11. Collaborate with health care providers to supplement Housing First case management with Medicaid funding.
12. Collaborate with community partners to provide human services, including healthcare and supportive services, on a regional basis.

The Administration plans to consider the FY18 and FY19 capital budgets' line items that were added during the City Council review to determine how to address the acquisition, development, renovation and funding of capital needs to support the above mentioned programmatic goals.

City and County of Honolulu
Capital Budget, Function: Human Services
Fiscal Year 2018 and 2019 Budget

Project	Description of Amendment	Source	Amount	Council District
AFFORDABLE HOUSING STRATEGIC DEVELOPMENT PROGRAM	Provide Affordable Housing Funds (AF) for the renovation and/or development of low income affordable housing which may be administered or managed by the City and County of Honolulu or in conjunction with private non-profit or private developers.	AF	\$ 5,000,000	I - IX
COMMUNITY REVITALIZATION INITIATIVE	Provision of funds for the land acquisition lease, development, and/or renovation of facilities for new or existing urban rest stops, navigation centers, crisis centers, workforce/affordable housing and other community-focused projects initiated by community stakeholders in partnership with State housing development agencies or qualified nonprofits. Consideration will be given to innovative low-cost housing options including, but not limited to, assisted living modular micro-unit buildings.	GI	\$ 5,000,000	I - IX
AFFORDABLE HOUSING WITH PREFERENCE IN TRANSIT ORIENTED ZONES PROGRAM	Provision of funds for the acquisition of land and other miscellaneous costs for the development of low income affordable housing and any necessary related infrastructure improvements with preference to housing in transit oriented zones.	GI	\$ 50,000,000	I - IX
ACQUISITION OF HILO HATTIE BUILDING, IWILEI	Funds for acquisition of Hilo Hattie for use as housing, a hygiene facility, and a place where health services can be provided to homeless individuals.	GI	\$ 10,000,000	VII
AFFORDABLE HOUSING STRATEGIC DEVELOPMENT PROGRAM	Provide Affordable Housing Funds (AF) for the renovation and/or development of low income affordable housing which may be administered or managed by the City and County of Honolulu or in conjunction with private non-profit or private developers.	AF	\$ 40,823,469	I - IX
COMMUNITY REVITALIZATION INITIATIVE	Funds for the acquisition, lease, development, and/or renovation of facilities for urban rest stops, navigation centers, workforce/affordable housing and other community-focused projects provided that no more than \$2 million may be expended in any one council district.	GI	\$ 18,000,000	I - IX
HOMELESS PREVENTION INITIATIVE	Funds for the acquisition, lease, development, and/or relocation of facilities at TMK: 1-5-041-005 or elsewhere for the relocation of the Sand Island Drug Treatment Center.	GI	\$ 4,000,000	To be determined
HOUSING AND HYGIENE CENTER	Plan, design, and acquire land to construct a facility for housing, hygiene, and health services for homeless individuals.	GI	\$ 2,000,000	I - IX
URBAN HONOLULU HYGIENE AND MEDICAL TRIAGE CENTERS	Funds for the land acquisition, planning, design and construction for the development of facilities for new urban rest stops and medical triage/crisis centers and community-focused projects initiated by community stakeholders in partnership with State/City agencies and/or qualified nonprofits.	GI	\$ 5,000,000	I - IX
			\$139,823,469	

Expanded Scope

In addition to working with each councilmember to identify the most feasible solutions within respective districts, efforts to address the increasing aggressive and violent behavior among homeless persons require partnerships with law enforcement and health care entities. The advocates for mentally ill homeless persons are reporting increased psychotic behaviors on the

street and individuals who are extremely service resistant. Any success with housing the current population of individuals living with severe mental illness will require professional skills beyond the social services currently contracted by the City and enters into the scope of health care services. While the City continues to appropriate funds for Housing First rental assistance and case management, best practices illustrate that this segment of the homeless community needs to be met with an increased breadth of services. The City continues discussions with the State Department of Health and Honolulu Police Department (HPD) around collaboration opportunities for increasing services for individuals with multiple disorders, meaning those with both a mental health and substance use disorder.

The increasingly dangerous behavior requires the support of law enforcement agencies to manage individuals and mitigate any potential harm to themselves or those around them. The HPD has launched a new program housed in the Chinatown substation to provide an outreach based model of enforcement that partners with mental health and homeless service providers to network individuals encountered with need. HPD and DCS have also been working closely with merchants in Chinatown to identify and triage the safety concerns in parts of the district. This has so far led to increased security and a private initiative among merchants along to install signage, with the support of HPD, seeking to deter criminal activity.

In addition to the funding for Housing First and Hale Mauliola, the operating budget of the Department of Community Services includes \$900,000 to support psychiatric service and landlord engagement, and will be used to support the transportation services needed to implement Bill 52 (2018), CD2.

In FY20, DCS and HOU are planning to propose \$300,000 for a Rapid Resolution and Diversion Program. Diversion begins with the belief that people can be diverted from the homeless service system because they are resilient and that shelter should be reserved only for those who do not have safe alternatives. Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements (rapid resolution) and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of families and individuals becoming homeless, the demand for shelter beds, and the size of program wait lists. Diversion programs can also help communities achieve better outcomes and be more competitive when applying for federal funding.

In August 2018, the City hosted the first island-wide training on this approach by Iain De Jong (orgcode.com), an internationally recognized expert on data and homelessness. Attended by over 100 people from providers to government agencies, stakeholders clearly see the need for the implementation of this strategy which is recommended both by the United States Interagency Council on Homelessness and the National Alliance to End Homelessness. This new pilot

program would provide funding for a centralized program with several points of entry in the community, throughout O‘ahu. This approach would support consistent messaging and practice, while encouraging broad and easy access to the service and approach. According to Iain De Jong, it is estimated that 20-45% of people entering the homeless services system and shelters could be diverted with effective implementation of this program. Funds would be used to support training, staffing, and incentives to those providing housing to people diverted.

(6) Partnerships Related to FY18 and FY19 Implementation of Action

As the Housing First Action Plan approaches year four of implementation, efforts have expanded beyond housing initiatives to include strategic planning with health care and public safety agencies. Recently, the HPD and DCS team members met with the State of Hawai‘i Department of Health to address implementation of Crisis Intervention Teams (CIT). The CIT model is a national best practice proven effective in accessing and addressing the needs of mentally ill persons experiencing an episode of psychotic behavior in public places. Through grant funding, HPD obtained technical assistance to develop a comprehensive strategic plan with housing and health care partners for implementation of the CIT model. Aligned with the intervention model to address mental health needs, the DCS FY19 Operating Budget includes \$500,000 to support access to psychiatric services for persons experiencing homelessness.

Additional partnerships are evolving within the educational arena to include the Hawai‘i Pacific University, College of Health and Society, School of Social Work. The department wants to support City Administration efforts with research and data analysis to evaluate effectiveness and improve program delivery, as well as provide professional support to the para-professionals supporting the Housing First Program.

In recognition of the disproportionate share of Native Hawaiians within the population of persons experiencing homelessness, City agencies have reached out to the Department of Hawaiian Home Lands, Office of Hawaiian Affairs, Lili‘uokalani Trust, Hawaiian Community Assets, and other community-based organizations to explore partnerships and methods to leverage resources to best serve the needs of Native Hawaiian communities. Technological advances are also under consideration as a means to improve the delivery of services to homeless persons and families. DCS was offered a grant opportunity to trial a kiosk that anonymously collects program user feedback, providing the City with another means to improve distribution of care and services to a vulnerable population.

Ongoing partnerships include all of the service providers with missions to serve both at-risk and homeless persons within our community, as well as state and private entities providing land leases and contributions of professional services. Of special note is the State and City

partnership with aio Foundation to develop Kahauiki Village. The project represents a unique partnership of government and private sector entities cooperating and coordinating efforts to demonstrate a cost-effective means of delivering housing at reduced cost, as well as providing a service rich environment to all residents. The project at Kūwili Street also offers an opportunity to test methodologies new to Hawai'i to create an integrated program within a single structure. The components will include partnerships with non-profit providers to deliver a hygiene center, human services, and a service-rich permanent supportive housing.

(7) Cost Savings

The City's efforts to support homeless households primarily results in cost savings to external entities such as acute care medical centers, drug treatment centers and mental health programs and facilities. In an effort to recapture the savings realized by health care, the City has reached out to the State of Hawai'i, Department of Health, Department of Human Services and health care providers to partner on future programs and efforts. Specifically, the State DHS has applied for a Medicaid waiver from the Centers of Medicare and Medicaid Services that will provide for the supportive care services of eligible Housing First clients. This leverages the City's investment and potentially allows for a greater reach to more households in the future.

(8) Strategy and Plans for Implementation of Bill 51 (2018) and Bill 52 (2018)

The Administration's proposed legislation in Bill 51 differs from the sit lie laws, the Stored Property Ordinance and the Sidewalk Nuisance Ordinance (SPO/SNO) because those existing laws apply to certain sidewalks and malls at set times, in specific commercial and business districts where sitting or lying on the sidewalk or mall would impede commercial activity. Bill 51 takes an entirely different approach. Sidewalks are a part of Honolulu's multi-modal transportation system and they are intended to serve members of the public who wish to walk to where they want to go. Bill 51 seeks to address obstacles on the public sidewalks that impede the free flow of pedestrian traffic on them. It would prohibit objects such as movable kiosks in Waikīkī from which activities are sold, a cooking grill in downtown Honolulu, and food items for sale that have been placed on sidewalks, all for commercial purposes. As reported by Mayor Caldwell in his letter of August 3, 2018 to the Honolulu City Council, "We need to return our sidewalks to the pedestrians for their safe passage."

DFM and HPD will utilize existing and planned resources so that people stop interfering with, impeding and/or preventing the full, free and unobstructed passage of pedestrians upon public sidewalks. The bill would be applicable during the hours from 6:00 a.m. to 10:00 p.m. given that most pedestrians traverse the sidewalks during those hours.

Regarding Bill 52, the overall implementation strategy for Bill 52 that is described in the Administration's proposed legislation is a three-step process:

(1) outreach including selected targeted interagency night-outreach; verifying that shelter is readily available and offering to transport an individual who is "lodging" on a public sidewalk to an available shelter; orally asking or ordering the person not to lodge on the sidewalk and giving the individual one hour to relocate from the sidewalk;

(2) upon satisfaction of the first step, enforcement and maintenance led by DFM, which is the agency charged with managing the public sidewalks; and

(3) activation of the surrounding area through community participation.

The City Administration is hopeful that, with increased outreach and the opportunity to be transported to available shelters, citations and arrests will not be necessary under Bill 52; however, if they are necessary, the HPD is charged with doing so.

HOU and DCS are prepared to support the implementation of Bill 52. HOU, working with the State of Hawai'i and other partners, is already able to determine the availability of shelter space. To support long-term needs, the City and State are exploring a project that will allow electronic compilation and delivery of real-time vacancy (availability) data from all O'ahu shelters. Presently, HPD and HOU have been providing some transportation so that individuals living on the sidewalks or camping in parks, who want to relocate to a shelter of their choice, can get to those shelters or housing.

Upon approval of Bill 52, DCS anticipates releasing a Request for Proposals to contract for transportation services to available shelters or housing with existing funds. DFM will utilize existing and planned resources. DFM anticipates that individuals who are transported to shelters or other available housing will not leave behind much, if any, personal property. In summary, implementation of Bill 52 will be dictated by shelter flow and availability of space, as the Bill's provisions require. Enforcement will be subject to the availability of shelter space.

(9) Resources for Implementation of Island-wide Removal of Obstructions or Illegal Lodging

As stated above, DFM will utilize existing and planned resources, as DFM does not anticipate a significant workload increase in removing personal property from sidewalks as a result of the bills. DFM presently has two teams actively working on island-wide enforcement actions relating to violations of the existing provisions of the SPO and SNO, and those teams will support the implementation of Bills 51 and 52 if they are approved. DFM is also presently training new staff to deploy a third enforcement team to further support the implementation of these laws.

Enforcement of the Stored Property, Sidewalk Nuisance, and other applicable ordinances are and will continue to occur daily, from Monday to Friday with additional, regular enforcement actions on Saturday beginning the second quarter of Calendar Year 2019 with the help of a third Enforcement Team that is presently undergoing training. Enforcement operations continue to be complaint driven so we are unable to project locations or other details about the enforcements our teams will be conducting in the months and years ahead.

Efforts are presently underway to establish a 4th Enforcement Team which the City hopes to recruit and train in Fiscal Year 2020 to further increase the frequency of our enforcement actions.

(10) Funding and Timetable for Implementation of Bill 51 (2018) and Bill 52 (2018)

As previously reported, DFM does not anticipate a significant increase in removing personal property from sidewalks as a result of Bill 51. To the extent there are individuals with personal property who are lodging on the public sidewalks, they are addressed in Bill 52 discussed below. HPD enforces applicable laws and will enforce Bill 51 as a part of its normal course of business. However, if special programs are scheduled or expected, HPD would shift personnel and would potentially incur overtime expenses for any such programs.

Regarding Bill 52, the Homeless Management Information System (HMIS) is used to collect client-level data to support homeless individuals and families, and persons at-risk of homelessness, and would likely be used in support of Bill 52. DCS's FY19 budget includes federal funds required to modify the existing HMIS software program to facilitate the provision of real-time data. Funds to support the contemplated transportation contract are estimated at \$250,000 and are already included within the approved DCS Community Based Development Division Operating Budget for Fiscal Year 2018-2019, which allocates \$9.3 million of General Funds for current expenses to contract with providers to address homelessness programs, including tenant-based rental assistance, case management, navigation center, hygiene center, landlord engagement and outreach navigation.

Funding for the continued operation of DFM's two existing SPO/SNO Teams and the new third team referenced above are already included within the approved DFM Division of Road Maintenance (DRM) Operating Budget for Fiscal Year 2018-2019, which allocates \$613,600 for salaries and current expenses relating to the work conducted by the SPO/SNO Teams. DFM anticipates this will be sufficient resource to support implementation of Bill 52.

The following tables present the quarterly allotments for the funds to support the DCS and DFM programs:

Department of Community Services Division of Community Based Development Fiscal Year 2019 Allotment Schedule			
Qtr 1	Qtr 2	Qtr 3	Qtr 4
\$ 2,325,000	\$ 2,325,000	\$ 2,325,000	\$ 2,325,000

Department of Facility Maintenance Division of Road Maintenance Fiscal Year 2019 Allotment Schedule			
Qtr 1	Qtr 2	Qtr 3	Qtr 4
\$ 153,400	\$ 153,400	\$ 153,400	\$ 153,400

Here again, HPD enforces applicable laws and will enforce Bill 52 as a part of its normal course of business. However, if special programs are scheduled or expected, HPD would shift personnel and would potentially incur overtime expenses for any such programs.

(11) Additional Resources Required for Implementation of Island-wide Removal of Obstructions or Illegal Lodging

Regarding island-wide implementation, DFM already conducts SPO/SNO enforcement actions island-wide and will evaluate its projected needs for Fiscal Year 2019-2020 to enhance response capability and removal efforts of personal property related to applicable City ordinances under its authority. HPD is always mindful of staffing and demands for its services that put a strain on personnel. As stated above, if special programs are scheduled or expected, HPD would shift personnel and would potentially incur overtime expenses for any such programs. DCS anticipates contracting for transportation and will request additional funds in Fiscal Year 2019-2020 as needed to support the implementation of Bill 52.

In conclusion, the Administration is prepared to implement the proposed legislation upon approval as outlined above. Bill 51 is seen as a return of public sidewalks to pedestrians for their safe passage. On the other hand, Bill 52 as an opportunity to assist individuals lodging on public sidewalks in relocating to available shelters or other housing by providing additional outreach and transportation.

RECOMMENDATIONS FOR IMPLEMENTATION EFFORTS OF THE CITY'S HOMELESS AND AFFORDABLE HOUSING INITIATIVES

The Housing First Program has proven a successful model for housing and addressing the human service needs of those experiencing homelessness. Leveraging the City's investment with the \$15 million of HUD dollars has resulted in an 86% retention rate of housed individuals.

Creating housing opportunities for homeless persons and those at risk of homelessness has been and continues to be a key priority of the City. Mayor Kirk Caldwell highlighted the need to address homelessness on O'ahu in his very first State of the City Address in 2012. In 2014, his State of the City featured the adoption of Housing First and budgetary requests being made in support, stating that the, "only permanent solution to homelessness is housing and an effective support system."

Existing successful programs continue to evolve to leverage new resources and alignment with priority areas. Section 8 Housing Choice Vouchers have successfully implemented a priority placement for individuals taken off the wait list who are homeless. The program will continue to identify and execute opportunities to use resources to support Honolulu's most vulnerable populations, including through project-based vouchers.

Over the past 5 years, the City has sought to implement a wide range of initiatives to increase the inventory of affordable housing and implement Housing First programs, including permitting accessory dwelling units, increasing resources to homeless service providers, developing a navigation center, funding Housing First vouchers, and more. Upon releasing his Affordable Housing Strategy in 2015, Mayor Caldwell explained, "we've got to focus with conviction on affordable housing, and keep it affordable over the long term....otherwise the problem just compounds, and we have a community where our keiki cannot afford to live here." Together, we can build a future for Honolulu that puts the quality of life for all residents first.

What the City continues to struggle with is managing the illegal activity on the streets, the disregard for public property, and the unpredictable aggressive behaviors found throughout the county of Honolulu. Accordingly, the reoccurring theme of the updated Action Plan includes community engagement and relationship building to address the components of homelessness beyond housing, such as public safety and health care.

Specific activities are recommended to address the continued concerns with homelessness that includes working with elected officials and community members to identify optimal regional solutions, increasing affordable rental housing, expanding existing programs, supporting law enforcement efforts and collaborating with healthcare partners.

As provided in Exhibit C, the City's efforts are consistent with national best practices. Therefore, the primary policy recommendation is to stay the course while increasing partnerships beyond housing.

CONCLUSION

In conclusion, the City and County of Honolulu remains committed to the adoption and implementation of culturally appropriate solutions to address homelessness that are identified as best practices locally and nationally. The City acknowledges the need for multi-disciplinary partnerships ranging from government and private agencies and advocates with a commitment to address affordable housing, case management, health care and law enforcement with a humanitarian approach.

To demonstrate the City's alignment with national agencies and local advocates, the following documents are enclosed in Exhibit D:

- *"Ending Chronic Homelessness, by Investing in Permanent Supportive Housing,"* Hawai'i Appleseed Center for Law and Economic Justice
- *"Hawaii's Coordinated Homeless Crisis Response System,"* Honolulu Mayor's Office of Housing, State of Hawai'i, United States Department of Housing and Urban Development, and Partners in Care, O'ahu's Continuum of Care
- *"Client/Veteran Encountered Through a Coordinated Entry System (CES) Access Point,"* Honolulu Mayor's Office of Housing
- *"Implementing Effective Emergency Shelter: A Checklist,"* United States Interagency Council on Homelessness
- *"10 Ways for the Community to Help People Experiencing Homelessness,"* Honolulu Mayor's Office of Housing
- *"City and County of Honolulu, Housing First, Year 3 Evaluation Snapshot,"* Jack Barile, Eva McKinsey, & Anna Pruitt, University of Hawai'i at Mānoa, Department of Psychology.

EXHIBIT A

Measurable Outcomes

EXHIBIT A

Measurable Outcomes

Housing First Increment I - Institute for Human Services													
	FY 2017												
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	TOTAL
# of households who have completed intake	5	1	0	7	1	1	8	6	1	0	3	1	
# of households housed at beginning of the month	91	95	96	95	100	104	103	108	114	114	114	115	
# of households placed in housing during the month	5	1	0	7	1	1	8	6	1	0	3	1	
# of households leaving housing during the month	-1	0	-1	-2	0	-2	0	-1	0	-1	-3	-2	
# of households in housing at month's end	95	96	95	100	104	103	108	114	115	114	115	113	
Net increase (decrease) month to month	4	1	-1	5	1	-1	8	5	1	-1	0	-1	
# of households participating in supportive services													
• Case Management							108	114	114	114	115	113	
• Alcohol/Drug Abuse Services													
• Mental Health Services													
• Housing Placement							108	114	114	114	115	113	
• Employment Assistance													
City Expenditures	179,171.73	189,285.63	213,481.66	205,387.88	188,779.21	186,159.93	173,743.41	190,429.00	209,764.55	189,780.68	203,878.36	181,259.69	2,311,121.73

Household totals include reported numbers for singles and couples/families.

Housing First Increment I - Institute for Human Services													
FY 2018													
	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	TOTAL
# of households who have completed intake	0	5	0	1	0	2	1	3	1	1	1	0	
# of households housed at beginning of the month	113	111	108	108	109	109	110	110	111	109	109	105	
# of households placed in housing during the month	0	0	5	1	0	2	1	3	1	1	1	0	
# of households leaving housing during the month	-3	5	0	0	-1	-1	-1	-2	-1	-4	-2	0	
# of households in housing at month's end	111	108	108	109	109	110	110	111	109	109	107	105	
Net increase (decrease) month to month	-3	-5	5	1	-1	1	0	1	0	-3	-1	0	
# of households participating in supportive services													
• Case Management	111	108	108	109	109	110	110	111	109	109	107	105	
• Alcohol/Drug Abuse Services						14		15					
• Mental Health Services						66		56					
• Housing Placement	111	108	108	109	109	110	110	111	109	109	107	105	
• Employment Assistance						7		6					
City Expenditures	182,061.59	202,153.09	192,282.75	182,849.95	190,427.49	184,751.64	182,656.81	184,836.54	202,493.64	176,665.24	207,243.19		2,088,421.93

Household totals include reported numbers for singles and couples/families.

Italics indicate payments that have not been finalized.

Housing First Increment II - US Vets													
	FY 2017												
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17**	TOTAL
# of households who have completed intake	8						8	15	9	11	6	6	
# of households housed at beginning of the month	0	0					0	0	8	25	37	44	
# of households placed in housing during the month							0	8	17	12	7	7	
# of households leaving housing during the month							0	0	0	0	0	-1	
# of households in housing at month's end							0	8	25	37	44	50	
Net increase (decrease) month to month							0	8	17	12	7	6	
# of households participating in supportive services													
• Case Management							0	8	25	37	44	50	
• Alcohol/Drug Abuse Services							0	2	14	20	22	23	
• Mental Health Services							0	7	24	33	39	41	
• Housing Placement							0	8	17	12	7	7	
• Employment Assistance							0	0	0	0	1	2	
City Expenditures							2,204.87	10,475.40	45,389.88	56,488.96	72,915.14	60,752.67	248,226.92

Household totals include reported numbers for singles and couples/families.

Housing First Increment II - US Vets													
	FY 2018												
	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	TOTAL
# of households who have completed intake	11	11	8	13	4	0	1	1	0	0	0	0	
# of households housed at beginning of the month	50	58	65	76	91	96	97	96	97	98	97	97	
# of households placed in housing during the month	9	9	11	15	6	1	1	1	1	0	0	0	
# of households leaving housing during the month	-1	-2	0	0	-1	0	-2	0	0	-1	0	0	
# of households in housing at month's end	58	65	76	91	96	97	96	97	98	97	97	97	
Net Increase (decrease) month to month	8	7	11	15	5	1	-1	1	1	-1	0	0	
# of households participating in supportive services													
• Case Management	58	65	76	91	96	97	96	97	98	97	97	97	
• Alcohol/Drug Abuse Services	29	34	38	42	45	45	45	46	46	46	46	46	
• Mental Health Services	49	57	62	72	77	78	78	79	79	79	79	79	
• Housing Placement	9	10	12	15	8	1	1	4	2	4	3	2	
• Employment Assistance	3	3	3	4	4	4	4	4	4	4	5	5	
City Expenditures	80,874.04	80,109.16	111,042.51	111,091.21	534,215.34	210,934.19	151,162.18	148,425.15	202,062.28	149,843.36	171,723.42	65,175.89	2,016,658.73

Household totals include reported numbers for singles and couples/families.

Italics indicate payments that have not been finalized.

EXHIBIT A ~ Continued

Measurable Outcomes

Hale Mauliola - Operations													
FY 2017													
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	TOTAL
# of persons in residence at beginning of month	80	75	77	80	76	81	82	71	74	77	73	75	
# of persons who moved into project during the month	23	28	15	22	17	24	12	23	13	18	15	23	
# of persons who exited project during the month	28	26	12	25	12	23	24	20	9	22	12	20	
• Found stable housing*	16	18	0	13	2	12	11	17	5	14	4	10	122
• Did NOT find stable housing**	12	8	8	12	10	11	13	3	4	8	8	12	109
# of persons in residence at month's end	75	77	80	77	81	82	70	74	78	73	76	78	
Net increase (decrease) month to month	-5	2	3	-3	5	1	-12	3	4	-4	3	3	
# of persons participating in supportive services													
• Case Management	85	83	78	76	72	99	90	92	83	91	87	98	
• Alcohol/Drug Abuse Services	9	11	9	6	8	10	11	12	10	8	6	10	
• Mental Health Services	29	33	28	24	28	35	31	28	28	28	25	30	
• Housing Placement	100	100	91	102	93	102	89	94	85	93	84	82	
• Employment Assistance	19	16	15	3	11	13	12	11	9	9	11	14	
City Expenditures	43,759.07	80,076.16	54,823.25	76,598.34	44,528.94	55,849.40	48,199.22	48,888.19	57,924.44	69,747.89	64,466.73	74,020.63	718,882.26

*Includes transitional or permanent housing placement, entering into a residential drug/alcohol treatment program, leaving for another shelter, moving into a hostel, relocation to mainland with family, or leaving for other housing opportunities.

**Includes nonpayment of fees, voluntary exits, noncompliance with program, criminal activity or violence, clients' needs could not be met, disagreement with program requirements/personnel, death, or disappearance/unknown.

Hale Mauliola - Operations													
FY 2018													
	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18*	May-18*	Jun-18*	TOTAL
# of persons in residence at beginning of month	76	69	77	84	83	70	73	64	65	67	70	85	
# of persons who moved into project during the month	13	17	26	13	11	19	15	17	20	26	36	26	
# of persons who exited project during the month	20	11	19	14	24	16	24	16	17	23	23	24	
• Found stable housing*	7	4	13	5	14	9	17	10	7	13	11	7	117
• Did NOT find stable housing**	13	7	6	9	10	7	7	6	10	10	12	17	114
# of persons in residence at month's end	69	75	84	83	70	73	64	65	68	70	83	87	
Net increase (decrease) month to month	-7	6	7	-1	-13	3	-9	1	3	3	13	2	
# of persons participating in supportive services													
• Case Management	89	86	103	97	94	89	88	81	84	93	106	111	
• Alcohol/Drug Abuse Services	10	4	7	5	7	6	4	4	5	6	6	5	
• Mental Health Services	31	25	28	22	19	13	12	12	11	11	14	7	
• Housing Placement	81	73	80	92	82	70	79	78	76	85	94	104	
• Employment Assistance	8	7	4	4	4	4	4	3	2	3	2	1	
City Expenditures	86,389.25	98,262.03	104,281.56	78,024.81	67,638.56	66,183.77	75,060.01	101,310.00	106,295.27	71,444.06	82,631.35		937,520.67

*Includes transitional or permanent housing placement, entering into a residential drug/alcohol treatment program, leaving for another shelter, moving into a hostel, relocation to mainland with family, or leaving for other housing opportunities.

**Includes nonpayment of fees, voluntary exits, noncompliance with program, criminal activity or violence, clients' needs could not be met, disagreement with program requirements/personnel, death, or disappearance/unknown.

Italics indicate payments that have not been finalized.

EXHIBIT A ~ Continued

Measurable Outcomes

Community Assistance Program - Institute for Human Services													
	FY 2017												
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	TOTAL
# of persons in program at beginning of the month	115	111	112	115	125	136	147	151	148	152	160	163	
# of persons who entered into program during the month	4	2	5	10	14	13	5	2	5	9	8	11	
# of who left program during the month	-8	1	-2	0	-3	-2	-1	-5	-1	-1	-5	-8	
# of persons in program at month's end	111	112	115	125	136	147	151	148	152	160	163	166	
Net increase (decrease) month to month	-4	1	3	10	11	11	4	3	4	8	3	3	
# of persons participating in supportive services													
• Case Management	60	50	27	96	48	56	47	42	40	51	100	110	
• Alcohol/Drug Abuse Services	1	2	0	6	3	4	4	2	2	3	4	10	
• Mental Health Services	18	13	4	18	8	7	6	5	4	2	5	2	
• Housing Support Services	30	27	13	15	9	5	6	6	4	10	10	9	
• Employment Assistance	6	6	5	5	3	4	11	10	1	6	4	6	
City Expenditures - CAP	22,771.05	45,190.25	25,159.88	34,960.02	25,785.23	22,238.90	17,482.75	15,394.39	12,489.09	15,836.00	13,587.82	12,397.32	263,292.70

CAP (CHOST) - Institute for Human Services													
	FY 2017												
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	TOTAL
# of persons in program at beginning of the month				73	122	178	223	262	283	290	313	336	
# of persons who entered into program during the month				44	50	45	48	19	7	28	29	31	
# of who left program during the month				0	-1	0	-9	-2	0	-5	-6	-7	
# of persons in program at month's end				73	122	178	223	262	283	290	313	336	
Net increase (decrease) month to month				44	49	56	45	39	17	7	23	24	
# of persons participating in supportive services													
• Case Management				52	50	53	50	58	43	43	38	36	
• Alcohol/Drug Abuse Services				0	1	1	2	2	0	2	0	1	
• Mental Health Services				0	2	0	2	2	1	2	0	4	
• Housing Support Services				8	10	30	42	5	3	1	2	6	
• Employment Assistance				4	5	20	29	4	3	3	5	14	
City Expenditures - CHOST				23,468.36	32,174.90	30,724.73	33,746.70	43,930.02	36,724.65	32,785.78	50,799.41	34,852.91	362,466.34

CAP (CHOST) - Institute for Human Services													
	FY 2018												
	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	TOTAL
# of persons in program at beginning of the month	360	377	418	438	450	443	457	443	454				
# of persons who entered into program during the month	24	43	25	17	15	14	4	15	7				
# of who left program during the month	-7	-2	-5	-5	-21	0	-18	-4	-1				
# of persons in program at month's end	377	418	438	450	444	457	443	454	460				
Net increase (decrease) month to month	17	41	20	12	-6	14	-14	11	6				
# of persons participating in supportive services													
• Case Management	23	59	51	48	45	46	50	51	51				
• Alcohol/Drug Abuse Services	1	12	1	1	3	2	0	2	1				
• Mental Health Services	6	4	3	2	4	2	3	4	4				
• Housing Support Services	6	7	10	12	13	15	7	14	12				
• Employment Assistance	8	10	11	15	7	7	11	2	10				
City Expenditures - CHOST	46,771.07	52,064.07	57,209.37	48,341.78	42,614.95	39,556.92	45,805.62	40,765.01					373,128.79

Italics indicate payments that have not been finalized.

EXHIBIT A ~ Continued

Measurable Outcomes

Assessment of City Housing First Projects (Unduplicated)

Report Periods Included Below

Q1 = July 1, 2016 - September 30, 2016
 Q2 = October 1, 2016 - December 31, 2016
 Q3 = January 1, 2017 - March 31, 2017
 Q4 = April 30, 2017 - June 30, 2017
 Q5 = July 1, 2017 - September 30, 2017
 Q6 = October 1, 2017 - December 31, 2017
 Q7 = January 1, 2018 - March 31, 2018
 Q8 = April 30, 2018 - June 30, 2018

Households Served During...

	Q1	Q2	Q3	Q4	FY17	Q5	Q6	Q7	Q8	FY18
IHS - City Housing First	97	104	114	116	123	114	109	110	109	123
US Vets - City Housing First	N/A	N/A	23	51	51	80	96	98	96	101
IHS - Hale Mauliola	129	136	129	131	289	131	126	127	158	315

Participants Served During...

	Q1	Q2	Q3	Q4	FY17	Q5	Q6	Q7	Q8	FY18
IHS - City Housing First	134	162	175	117	185	178	172	168	167	197
US Vets - City Housing First	N/A	N/A	25	57	57	101	119	122	119	125
IHS - Hale Mauliola	146	140	132	134	306	132	127	128	160	318

Total Participants Exiting (excludes deceased)

	Q1	Q2	Q3	Q4	FY17 % Exiting FY17	Q5	Q6	Q7	Q8	FY18 % Exiting FY18
IHS - City Housing First	2	3	1	5	11 6%	15	8	4	7	34 17%
US Vets - City Housing First	0	0	0	0	0 N/A	2	1	3	0	6 5%
IHS - Hale Mauliola	68	58	53	58	237 77%	48	53	60	75	236 74%

Total Participants Exiting to PH

	Q1	Q2	Q3	Q4	FY17 % to PH FY17	Q5	Q6	Q7	Q8	FY18 % to PH FY18
IHS - City Housing First	0	0	0	0	0 0%	0	0	3	2	5 15%
US Vets - City Housing First	N/A	N/A	N/A	N/A	N/A N/A	0	0	1	N/A	1 17%
IHS - Hale Mauliola	23	21	17	25	86 36%	10	7	17	23	57 24%

Note: No data available on recently released Increment III.

EXHIBIT A ~ Continued

Measurable Outcomes

IHS - Housing First

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Total Exits Per Destination	PH Exit Rate FY17-18
Permanent Housing							3	2	5	
Temporary Housing				1	2	5			8	
Foster care					4			2	6	
Incarcerated		1		1	2	1			5	
Place not meant for habitation	1	1	1	2	5	2	1	2	15	
Deceased	1	1		2	1		2	1	8	
Data Not Collected					1				1	
No exit interview completed	1							1	2	
Other		1		1	1				3	
Total Exits Per Quarter	3	4	1	7	16	8	6	8	53	
										11%

US VETS - Housing First

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Total Exits Per Destination	PH Exit Rate FY17-18
Permanent Housing							1		1	
Incarcerated							1		1	
Place not meant for habitation					1		1		2	
Deceased				1		1			2	
Data Not Collected					1				1	
Other						1			1	
Total Exits Per Quarter	0	0	0	1	2	2	3	0	8	
										17%

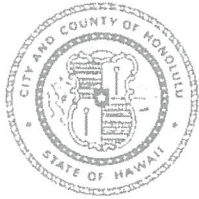
IHS - Hale Mauliola

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Total Exits Per Destination	PH Exit Rate FY17-18
Permanent Housing	23	21	17	25	10	7	17	23	143	
Transitional housing		1	5	2	9	2	12	10	41	
Temporary Housing	5			1	2	5	3		16	
Emergency shelter	3	1	2	1	1	1	2	4	15	
Foster care					1			1	2	
Hospital				1	3				4	
Psychiatric hospital or other ps	1	1							2	
Substance Abuse Facility	1								1	
Incarcerated			1	4		1			6	
Place not meant for habitation	13	18	21	20	9	27	22	32	162	
Deceased	1								1	
Data Not Collected	20	10	1	2	10	8	4	5	60	
No exit interview completed	1	2			3				6	
Other	1	4	6	2		2			15	
Total Exits Per Quarter	69	58	53	58	48	53	60	75	474	
										30%

EXHIBIT B¹

HONOLULU CITY COUNCIL SUGGESTIONS

¹ Councilmember Manahan, representing District VII, provided verbal comments at the City Council Meeting of October 3, 2018.



CITY COUNCIL
CITY AND COUNTY OF HONOLULU
530 SOUTH KING STREET, ROOM 202
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KYMBERLY MARCOS PINE
COUNCILMEMBER, DISTRICT 1
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DCS/Admin
3999

DEPT OF COMMUNITY
SERVICES

September 28, 2018

Ms. Pamela A. Witty-Oakland
Director
Dept. of Community Services
925 Dillingham Blvd., Suite 200
Honolulu, HI 96817

RE: Department Communication No. 616

Dear Ms. Witty-Oakland:

While I appreciate that there will be an updated City Action Plan addressing the Public Health and Safety issues, I wish to make it absolutely clear that neither I nor the residents of District 1 want to have any further encampments or homeless shelters. We do understand the desire to have more available places for the homeless. However, there is no justification for additional homeless coming to the Waianae Coast.

**Statistics from the 2017 Point-In-Time Report
Unsheltered Homeless for Oahu**

Area	Singles		Family Individuals		Family Households		All	
Ewa	205	10%	26	12%	5	8%	231	10%
Waianae	271	15%	87	39%	21	36%	358	15%
TOTALS	476	25%	113	51%	26	44%	589	25%
	25% of 2,099		51% of 225		44 % of 59		25% of 2,324	

Homeless Encampments in District 1

- The Waianae Small Boat Harbor Homeless Camp
- A homeless encampment is growing off of Luualalei Naval Road in Nanakuli
- Near Pokai Bay Beach Park in Waianae, where shopping carts, clothes and cardboard boxes are in large piles on the sand
- Waikomo area near Kea'au Beach Park

Services and Outreach Programs Available in District 1

- ***Waianae Community Outreach***
 - Clothing, Emergency Shelter, Homeless Drop In Centers, Housing Search Assistance, Information and Referral, Legal Services, Money Management, Outreach Programs, Personal Finances/Budget Counseling, Rent Payment Assistance, Transitional Housing/Shelter
- ***United States Veterans Initiative***
 - Homeless Shelter, Transitional Housing/Shelter
- ***Catholic Charities***
 - Aloha United Way Agencies, Transitional Housing/Shelter
- ***Kumuhonua Transitional Living Center (HCAP)***
 - Transitional Case/Care Management, Transitional Housing/Shelter
- ***Waianae Coast Comprehensive Health Center***
 - Health Care to the Homeless, Case Management Services
- ***Ohana Ola O Kaahumanu Shelter (Transitional, Families)***
- ***Villages of Maili "Ulu Ke Kukui" (Transitional, Singles & Families)***
- ***Kahikolu Ohana Hale O Waianae***
- ***Waianae Civic Center "Paiolu Kaiaulu"***
- ***Waianae Community Outreach***
- ***Puuhonua O Waianae***
- ***Kahumana Community Center Residential Treatment***
- ***Onemalu-Barbers Point Transitional and Family***

These are staggering numbers and a disproportionate amount for one region. Leeward Coast residents have noticed an increase in the area's homeless population and are contacting my office about increased noise, trash, and vandalism in our parks that they believe is due to, in part the Administration's efforts to move homeless individuals off the streets of town and to the Waianae coast. In the latest head count for Oahu since the mayor implemented his compassionate disruption programs, the urban Honolulu area saw a 20 percent decrease in its homeless population, while Waianae simultaneously experienced an 18 percent increase.

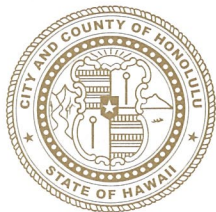
Why does the burden of providing shelters fall so heavily on the Waianae Coast when there are many areas of Oahu who should, and can easily share this responsibility?

I will not be submitting a list of any preferred sites and/or corresponding uses for District 1.

With Aloha,



Kymberly Marcos Pina
Councilmember, District 1



CITY COUNCIL
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DCS/Admin

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DEPT OF COMMUNITY
SERVICES

ERNEST Y. MARTIN
CHAIR and PRESIDING OFFICER
HONOLULU CITY COUNCIL
DISTRICT 2
TELEPHONE: (808) 768-5002
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October 2, 2018

Pamela Witty-Oakland, Director
Department of Community Services
Kapalama Hale
925 Dillingham Boulevard, Suite 200
Honolulu, Hawaii 96817

Dear Director Witty-Oakland,

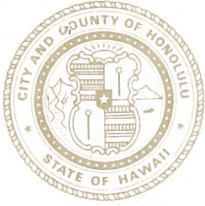
I am writing in response to Department Communication 616 requesting sites in respective Councilmember's districts as potential locations of a homeless shelter, navigation center, Housing First units or other solutions. Included in the communication were excerpts from the Affordable Rental Housing Report and Ten-Year Plan with a breakdown of a tiered system which ranked private and public lands for potential development. As noted, there were no lands identified in Tier One in my District. In fact, all identified land were ranked as Tier Three which was classified as land that was the least suitable for development, including those classified as SLUD Agricultural or Rural lands and parcels owned by DHHL.

These findings highlight the very real challenges facing my District. In light of these challenges, I am asking that the Department of Community Service engage those already working to address the challenges of homelessness in District 2 and work with them to support their efforts. Two such community partners are ALEA Bridge and the Koolauloa Health Center. ALEA Bridge is working to address homelessness and issues related to homelessness in Central Oahu from Mililani to the North Shore. The Koolauloa Health Center works with various community groups to address these issues on the Windward coastline. Conversations with these two entities will be a great starting point in gaining valuable information, identifying solutions and gaining community input for District 2.

Thank you for your time and attention to this matter. Please feel free to contact me at 768-5002 with any further questions or concerns you may have.

Sincerely,

Ernest Y. Martin, Council Chair
District 2



CITY COUNCIL
CITY AND COUNTY OF HONOLULU
HONOLULU, HAWAII 96813-3065 / TELEPHONE 547-7000

18 OCT -1 P12:35

September 27, 2018

DEPT OF COMMUNITY SERVICES DCS/Admin 3995

Pam Witty-Oakland, Director
Department of Community Services
925 Dillingham Blvd., Ste. 200
Honolulu, HI 96817

RE: Department Communication No. 616

Dear Director *Pam* Witty-Oakland,

I do appreciate the opportunity to provide your department with suggested homeless housing and services solution specific to my City Council district; District 3, Windward Oahu.

As I am sure you are well aware: over the last several years the emphasis on enforcement actions in the urban areas has resulted in the migration of homeless individuals into the rural areas. While enforcement actions in these areas are challenging they have been undertaken with a degree of success.

The broader issue that these rural areas face, with respect to long-term solutions, is the limited availability of land for the development of temporary or permanent housing sites. Similarly a strong economy and increasing population has resulted in high-demand for virtually all existing commercial space.

My staff and I have spent a great deal of time meeting with community groups and leaders, constituents and homeless individuals. This all has to be done in an effort to identify both the specific needs of these individuals as well as areas where community opposition to physically locating these much-needed services would be minimized.

To that end, we identified two specific objectives:

First: One of the largest concentrations of homeless individuals, within District 3, is along the coastline in Waimanalo. We have found that the vast majority of these individuals are long-time residents of Waimanalo which is why, despite the availability of shelter in other areas, they prefer to remain in the area. We believe that the Waimanalo community would be best served by the establishment of temporary housing in Waimanalo to primarily serve the area's existing

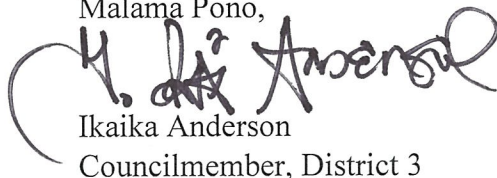
homeless population. Specifically we believe that the former quarry site, located at 41-209 Ilauhole Street, Waimanalo, HI 96795, TMK: 41019032, would be the most technically feasible location given its existing infrastructure, low-impact to the surrounding residential areas and proximity to transit services. We do note, however, that this property is owned by the Department of Hawaiian Homelands (DHHL). While DHHL may have concerns about the potential for non-beneficiaries to benefit from this temporary housing, it is my belief that the vast majority of such housing would be used by beneficiaries and when faced with a community crisis of this scale we should vigorously advocate for and work towards solutions with focus on achieving the greater good.

Second: In Kailua and Kaneohe there is a growing transient homeless population and it is our understanding that many of these individuals do have underlying health issues. Currently there are very few options, on the Windward side, for individuals to receive essential and wholly-subsidized health services. It is for this reason that I believe it to be imperative that an essential health services center be established in the Windward area. We have identified a specific location in Kaneohe that is ideally situated and developed to establish a center for the provision of essential health services. We have had very preliminary discussions with the owner's agent and we understand that the owners may be open to selling the property to the City; this would be the primary major capital expense required for the establishment of this facility. So as to not preempt or adversely affect possible future negotiations I would prefer to discuss specific details of this proposed site in private with you or your staff.

While I do recognize that these two objectives will not, in of themselves, wholly address the growing homeless problem in Windward Oahu I do believe that they will go a long way in providing meaningful pathways to housing for the majority of these affected individuals.

Again, I do thank you and your staff for your on-going efforts and willingness to work with the Council and its individual members on this issue.

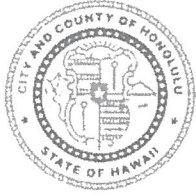
Malama Pono,

A handwritten signature in black ink, appearing to read "I. Anderson", is written over the printed name. The signature is stylized with a large, sweeping initial "I" and a long, horizontal stroke extending to the right.

Ikaika Anderson

Councilmember, District 3

Cc: Councilmembers



RECEIVED

18 OCT -5 AIO :42

DCS/Admin

4099

CITY COUNCIL
CITY AND COUNTY OF HONOLULU
530 SOUTH KING STREET, ROOM 202
HONOLULU, HAWAII 96813-3065
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TREVOR OZAWA

Councilmember - District IV

Phone: (808) 768-4004

Fax: (808) 768-1204

cldistrict4@honolulu.gov

www.honolulu.gov/council/d4

DEPT OF COMMUNITY
SERVICES

October 3, 2018

Pam Witty-Oakland, Director
Department of Community Services
925 Dillingham Blvd., Suite 200
Honolulu, Hawaii 96817

Dear Director Witty-Oakland,

I am writing in response to Departmental Communication No. 616 dated September 24, 2018 and appreciate the opportunity to provide recommendations on potential locations for homeless shelters, navigation centers, Housing First units, or other possible solutions within my district.

In general, I would like to see uniformity in the enforcement of laws throughout the county when the city or the police department is called. Our current sit/lie areas, bus stops, and challenging areas where city and state jurisdiction border each other seem to be the hub for nefarious and possible illicit drug activity that need to be addressed. I'd like to see various services provided along with reasonable options offered that appeal to the needs of the homeless to move them out of our parks and beach parks like Sandy Beach and all of the Ka Iwi Coastline.

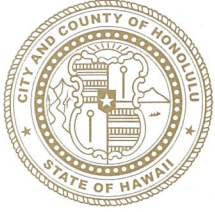
I continue to support projects like the hygiene center in Iwilei as well as support the purchase of the former Hilo Hattie building. I believe in programs like hygiene centers that preserve their sense of dignity and encourages improved self-confidence. In my district we have several pocket parks in Waikiki that could potentially be transformed into one of these hygiene centers with several levels that provide housing and services while blending into the streetscape.

I have also asked the Department of Land Management to look into a property at 1615 Ala Wai Blvd. as a possible site for Housing First units. I would only support moving forward with any of these projects after hearing from the community. These are preliminary ideas that need to be properly vetted with all stakeholders.

I too recognize that the recommendations above will not completely address the impacts to my district and appreciate your willingness to work with each of the Councilmembers on an issue that affects us all.

Sincerely,

Trevor Ozawa
Councilmember, District IV



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18 OCT -3 P1:28

ANN H. KOBAYASHI
COUNCILMEMBER, DISTRICT 5
CHAIR, COMMITTEE ON PARKS,
COMMUNITY & CUSTOMER SERVICES
TELEPHONE: (808) 768-5005
FAX: (808) 768-1227
EMAIL: akobayashi@honolulu.gov

LEADS Admin 4023 DEPT OF COMMUNITY SERVICES

October 1, 2018

Pamela Witty-Oakland, Director
Department of Community Services
Kapalama Hale
925 Dillingham Boulevard, Suite 200
Honolulu, Hawaii 96817

Dear Director Witty-Oakland,

RE: DEPARTMENTAL COMMUNICATION 616

I am writing in response to Departmental Communication 616 requesting sites in the Councilmembers' districts as potential locations of a homeless shelter, navigation center, Housing First units or other solutions. As you are aware, the City recently opened two housing projects in my district at 1506 Piikoi Street (Hassinger property) and 1727 South Beretania Street. In addition to these properties, I submit the following for consideration in the updated City Action Plan, noting that conversion of these properties will require extensive community engagement and public input:

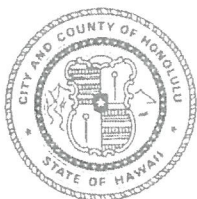
- 1902 Young Street
- 820 Isenberg Street

Please feel free to contact me at 768-5005 with further questions or concerns.

Sincerely,


Ann H. Kobayashi, Councilmember
District V

Cc: Council Chair and Presiding Officer
Ernest Y. Martin



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530 SOUTH KING STREET, ROOM 202
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TELEPHONE: (808) 768-5011 • FAX: (808) 768-5011

CAROL FUKUNAGA

HONOLULU CITY COUNCIL, DISTRICT 6
PHONE: 768-5006 FAX: 768-1226
EMAIL: cafukunaga@honolulu.gov

DEPT OF COMMUNITY
SERVICES

DCS/Admin
4024

September 30, 2018

Ms. Pam Witty-Oakland, Director
Department of Community Services
925 Dillingham Blvd., Suite 200
Honolulu, Hawai'i 96817

Dear Director Witty-Oakland:

This is in response to **Departmental Communication No. 616** (September 24, 2018), for recommendations for my council district's top three preferred sites and corresponding uses as potential locations of a homeless shelter, navigation center, Housing First units or other solutions.

Throughout the past several years' efforts to reduce the number of unsheltered homeless on city streets or public spaces, I have recommended the following homeless services, housing and related solutions to address Downtown-Chinatown, Kaka'ako and adjacent neighborhoods' encampment concerns:

1. Hygiene center and urgent care facilities: The 431 Kuwili Street property was acquired by the City & County of Honolulu in 2016, and represents Honolulu's long-awaited adaptations of Seattle's Crisis Solutions Center and Urban Rest Stop facilities that City councilmembers have visited/funded since 2015.

The combination of showers, restrooms and laundry facilities with a medical urgent care, psychiatric and detox clinic operation in the 4-story building will address many issues associated with chronic homeless with substance abuse/mental health challenges who occupy urban Honolulu neighborhoods.

The Joint Outreach Center operated by the Hawaii Homeless Healthcare Hui coalition in HPD's Chinatown substation has received strong support since its April-July 2018 pilot phase. Since Department of Community Services selected a provider to operate the hygiene center operation in July, I encourage your department to select a service provider for the remaining 431 Kuwili Street services without delay. The original timetable for completion of the 431 Kuwili Street hygiene center and facilities was spring 2018, which has slipped to late 2018 or early 2019.

2. Relocation of River of Life Mission's feeding operation and Mental Health Kokua's "Safe Haven" housing/services program out of Chinatown to 806-818 Iwilei Street: This 19,000 square foot property is being acquired by City & County of Honolulu this year, and is under consideration for relocation of the homeless feeding operation at River of Life Mission's property at Maunakea/Pauahi Street.

Along with Chinatown residents and business stakeholders, I further recommend relocation of Mental Health Kokua's "Safe Haven" program from Pauahi Hale (Pauahi/River Streets) to the same Iwilei Street property, so that community feeding operations, housing and treatment services for chronic homeless with mental health/substance abuse challenges can be integrated on the same property.

During 2018, businesses and residents in the Maunakea/Pauahi and River Streets neighborhood have experienced a growing number of stabbings, disruptive incidents, and property crime/illegal activities involving homeless or inebriated individuals who utilize River of Life or Safe Haven services. These daily and weekly occurrences have disrupted normal business operations and threaten public safety to an increasing degree.

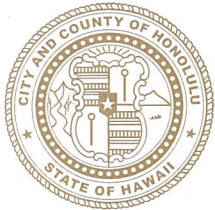
3. City-state acquisition of the former Hilo Hattie headquarters on Nimitz Highway for use as a navigation center site (similar to the City's Hale Mauiola facility): Although the current property owner has not been interested in leasing this site to city/state agencies in previous years, its location adjacent to properties at which homeless housing/treatment and related services are being provided would help city/state agencies consolidate treatment and services more effectively.
4. Additional urgent care/hygiene facilities in Downtown-Chinatown, Kaka'ako: Although the sites proposed in items #1-3 are outside my district boundaries, I have helped fund urgent care/hygiene services in Iwilei in recent years, and worked with area legislators to coordinate siting of services and housing in this area to leverage city/state resources. My staff and I are also pursuing the use of under-utilized space in City housing facilities in Chinatown, on State properties in Kaka'ako and on privately-owned properties in locations adjacent to healthcare facilities.

While the above homeless housing/services solutions may not completely address all of the homeless impacts upon Council District constituencies, the immediate implementation of these solutions will provide a meaningful alternative to the current 'sit-lie' sweeps that have been criticized as ineffective. Thank you for your department's willingness to work with individual Councilmembers on alternatives to homeless encampments in our neighborhoods.

Sincerely,


Councilmember Carol Fukunaga
District 6

cc: City Councilmembers



CITY COUNCIL
CITY AND COUNTY OF HONOLULU
530 SOUTH KING STREET, ROOM 202
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18 OCT -1 P12:38

DCS/Admin

3996

DEPT OF COMMUNITY
SERVICES

BRANDON ELEFANTE

Councilmember District 8
Aiea, Pearl City, Waipahū
Chair, Committee on Public Health, Safety and Welfare
Telephone: (808) 768-5008
Email: belefante@honolulu.gov

20180928-039

September 28, 2018

Ms. Pam Witty-Oakland
Director
Department of Community Services
City & County of Honolulu
925 Dillingham Boulevard, Suite 200
Honolulu, HI 96817

Dear Ms. Witty-Oakland,

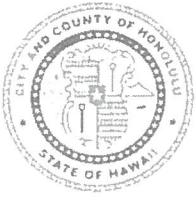
Thank you for your letter dated September 20, 2018, addressing Resolution 18-158, FD1. In response to your request for information about potential locations for a homeless shelter, navigation center, Housing First units or other solutions, we did review the lands identified in the State's *Affordable Rental Housing Report and Ten-Year Plan* when it was published and were not able to confirm that any of the sites noted in Council District 8 would be useable/available/appropriate for these purposes. Quite a few have existing uses that cannot be displaced and/or would not be compatible with these uses. We did have conversations with one landlord (whose parcel was not depicted on these maps) willing to consider a temporary homeless shelter on his property, but the terms/conditions discussed to pursue the idea further were not acceptable. At this time we do not have any specific parcels to recommend for the discussed uses.

We will continue our efforts to work directly with our Office of Housing, the State's Homeless Coordinator, and other homeless service providers to provide outreach and options to homeless in the district. We will also continue to partner with housing providers to create affordable housing projects in our district and island-wide.

Sincerely,

Brandon Elefante
Councilmember, District 8

cc: All Councilmembers



CITY COUNCIL
CITY AND COUNTY OF HONOLULU
530 SOUTH KING STREET, ROOM 202
HONOLULU, HAWAII 96813-3065
TELEPHONE: (808) 768-5010 • FAX: (808) 768-5011

October 1, 2018

Ms. Pam Witty-Oakland
Director
Department of Community Services
City and County of Honolulu
925 Dillingham Blvd.
Honolulu, Hawaii 96817

DEPT OF COMMUNITY
SERVICES

18 OCT 10 P 3:06

RECEIVED

Aloha Director Witty-Oakland,

I appreciate the opportunity to provide comments on addressing homelessness in my Council district.

One strategy that we found to be particularly helpful is coordinating efforts with the various stakeholders. I helped to convene a series of meetings with community members, organizations, businesses and churches together with homeless service providers and government officials representing the City and the State. We addressed concerns from the community as well as coordinated homeless enforcements in our Council district.

One area of particular concern is a large City property located between Waipahu High School and Leeward Community College. I would like to suggest that the City explore the feasibility of utilizing a portion of this parcel for a pilot project utilizing tiny homes which can be constructed inexpensively. This project would be modeled after the tiny homes village for the homeless which I visited in Seattle several years ago.

Of course, it is critical that the City obtain input from the surrounding community before any site is designated for homeless shelters. Such input is important for any project to succeed.

Other areas that the group has focused on are the City properties surrounding Hawaii's Plantation Village, and adjacent to Waipahu High School. Because the City's lands are overgrown with lush vegetation, it is easy for the homeless to set up encampments and be undetected. If the City were able to clear these parcels, it would greatly deter the homeless from erecting encampments in the area. Finally, community leaders have expressed support for the City to partner with a private entity such as Hiehie to do a mobile hygiene unit pilot project in Waipahu.

Thank you for the opportunity to share these concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Menor". The signature is fluid and cursive, with the first name "Ron" being more prominent than the last name "Menor".

Councilmember Ron Menor
Council District 9

EXHIBIT C

Home Together: The Federal Strategic Plan to Prevent and End Homelessness

HOME, TOGETHER: THE FEDERAL STRATEGIC PLAN TO PREVENT AND END HOMELESSNESS

Home, Together is focused on federal strategies that will support states and communities to make homelessness a rare, brief, and one-time experience. That focus is reflected in its structure.

A) Ensure Homelessness is a Rare Experience

Objective A1: Collaboratively Build Lasting Systems that End Homelessness

Strategies:

- 1) Equip states and communities to set their own bold and ambitious goals for ending homelessness and to prioritize and appropriately scale state, local, and private investments.
- 2) Strengthen the collection, reporting, and utilization of essential data resources.
- 3) Engage people with lived experience.
- 4) Further engage and support state and local elected officials, and educate partners and the public.
- 5) Provide guidance about the roles that a wide range of federal programs and resources can play to support best practices and increase their impact within efficient systems.

Objective A2: Increase Capacity and Strengthen Practices to Prevent Housing Crises and Homelessness

Strategies:

- 1) Promote development of an expanded supply of safe and affordable rental homes.
- 2) Improve access to federally funded housing assistance by eliminating administrative barriers and encouraging targeting and prioritization of affordable housing.
- 3) Increase community capacity and state-level coordination to effectively identify, target, and connect at-risk individuals and families to local resources and opportunities that contribute to and strengthen housing stability.
- 4) Strengthen the evidence base for effective homelessness prevention programming and interventions.
- 5) Improve efforts to prevent people from entering homelessness as they transition from other systems such as justice settings, health care facilities, and foster care.
- 6) Strengthen diversion strategies and practices.
- 7) Identify and promote implementation of eviction prevention strategies.
- 8) Utilize opportunities in child welfare policy to expand resources for community-based preventive services to support stable housing outcomes.
- 9) Encourage programs that are not specifically dedicated to ending homelessness to fund interventions that promote and support housing stability or to prioritize or serve individuals and families experiencing homelessness.

B) Ensure Homelessness is a Brief Experience

Objective B1: Identify and Engage All People Experiencing Homelessness as Quickly as Possible

Strategies:

- 1) Support increased capacity of communities to ensure that identification, outreach, and engagement efforts are comprehensive and coordinated.
- 2) Provide targeting guidance and technical assistance to communities with high rates of unsheltered homelessness and high-cost, low-vacancy housing markets.
- 3) Promote targeted outreach, in-reach, and data collection strategies to strengthen state and local efforts to identify people experiencing chronic homelessness and frequent users of shelters and other systems.
- 4) Strengthen capacity in rural and suburban areas to maximize outreach efforts.
- 5) Support communities to develop partnerships with law enforcement that reduce the criminalization of homelessness.
- 6) Help communities to develop the skills of staff to implement essential best practices.

Objective B2: Provide Immediate Access to Low-Barrier Emergency Shelter or Other Temporary Accommodations to All Who Need It

Strategies:

- 1) Partner with communities to identify and define appropriate standards for the provision of emergency shelter and other temporary accommodations.

- 2) Enhance the capacity of emergency shelter providers to implement low barrier approaches.
- 3) Improve access to emergency assistance, housing, and supports for historically underserved and overrepresented groups.
- 4) Increase the availability of medical respite programs.
- 5) Align services to ensure that people with behavioral health care needs have adequate and appropriate access to emergency shelter or other temporary accommodations.
- 6) Continue to assess and retool transitional housing programs to best address local needs.

Objective B3: Implement Coordinated Entry to Standardize Assessment and Prioritization Processes and Streamline Connections to Housing and Services

Strategies:

- 1) Support the implementation of strong coordinated entry processes that provide effective, low-barrier, comprehensive, and coordinated access to housing and services programs.
- 2) Encourage a wide range of programs to develop or strengthen partnerships with coordinated entry processes and to implement effective practices for referrals between systems.
- 3) Strengthen the focus on income and employment within coordinated entry systems to effectively target and connect individuals and families to opportunities.
- 4) Develop and strengthen best practices in population-specific coordinated entry strategies and processes.

- 5) Support rural and suburban areas to implement effective, regionally specific coordinated entry processes.

Objective B4: Assist People to Move Swiftly into Permanent Housing with Appropriate and Person-Centered Services

Strategies:

- 1) Support communities to expand the supply and increase access to rental housing subsidies and other affordable housing options.
- 2) Increase the capacity of communities to implement Housing First and harm reduction practices.
- 3) Encourage increased use of health, behavioral health, Temporary Assistance for Needy Families (TANF), workforce, early childhood education, K-12 and higher education supports, and child welfare programs.
- 4) Provide guidance and technical assistance to assist communities to implement and improve outcomes for rapid re-housing for families, youth, and individual adults.
- 5) Increase access to permanent housing models for people with substance use disorders, including opioid use disorders.
- 6) Support communities to implement expanded “move-on” strategies to assist people who have achieved stability in permanent supportive housing.
- 7) Help communities set specific, ambitious short-term goals to swiftly connect people experiencing homelessness.
- 8) Continue to improve targeting of permanent supportive housing for people with disabilities experiencing chronic homelessness.

- 9) Improve access to federally funded housing assistance by eliminating administrative barriers and encouraging prioritization.
- 10) Encourage partnerships between housing providers and health and behavioral health care providers (such as health centers).

C) Ensure Homelessness is a One-Time Experience

Objective C1: Prevent Returns to Homelessness through Connection to Adequate Services and Opportunities

Strategies:

- 1) Strengthen effective implementation of the core components of rapid re-housing (housing identification, rent and move-in assistance, and case management).
- 2) Support communities to increase on-the-job training and apprenticeship opportunities, supported employment, and other strategies that offer access to employment and career pathways.
- 3) Review federal program policies, procedures, regulations, and administrative barriers to improve access to employment opportunities and income supports.
- 4) Encourage state and local efforts to implement a flexible array of behavioral health services that impact housing stability.
- 5) Support communities to increase access to and retention within high-quality education programs.
- 6) Share examples and best practices that support communities to maintain capacity to provide resources that will promote the long-term stability of people who have entered permanent housing.

- 7) Strengthen coordination between early childhood, education, housing, employment, and homelessness services provider as part of a whole-family approach.

D) Sustain an End to Homelessness

Objective D1: Sustain Practices and Systems at a Scale Necessary to Respond to Future Needs

Strategies:

- 1) Support communities to track and measure their progress.
- 2) Identify and promote the strategies of communities that have effectively ended homelessness among one or more populations and are successfully sustaining those achievements.
- 3) Support communities to implement continuous quality improvements to housing and services interventions.

EXHIBIT D

Addressing Homelessness Policy and Evaluation Publications

- *“Ending Chronic Homelessness, by Investing in Permanent Supportive Housing,”* Hawai‘i Appleseed Center for Law and Economic Justice
- *“Hawaii’s Coordinated Homeless Crisis Response System,”* Honolulu Mayor’s Office of Housing, State of Hawai‘i, United States Department of Housing and Urban Development, and Partners in Care, O‘ahu’s Continuum of Care
- *“Client/Veteran Encountered Through a Coordinated Entry System (CES) Access Point,”* Honolulu Mayor’s Office of Housing
- *“Implementing Effective Emergency Shelter: A Checklist,”* United States Interagency Council on Homelessness
- *“10 Ways for the Community to Help People Experiencing Homelessness,”* Honolulu Mayor’s Office of Housing
- *“City and County of Honolulu, Housing First, Year 3 Evaluation Snapshot,”* Jack Barile, Eva McKinsey, & Anna Pruitt, University of Hawai‘i at Mānoa, Department of Psychology.

Ending Chronic Homelessness

By investing in
Permanent Supportive Housing



HAWAII APPLESEED
CENTER FOR LAW & ECONOMIC JUSTICE

1,700
Chronically Homeless

Chronic Homelessness

Disabling condition + 1 yr of homelessness
or 4 episodes in 3 years

\$3.36 Billion
in Medical Care
over Ten Years

Permanent Supportive Housing

Permanent Housing + Services
(e.g., Housing First)

The Utah Example

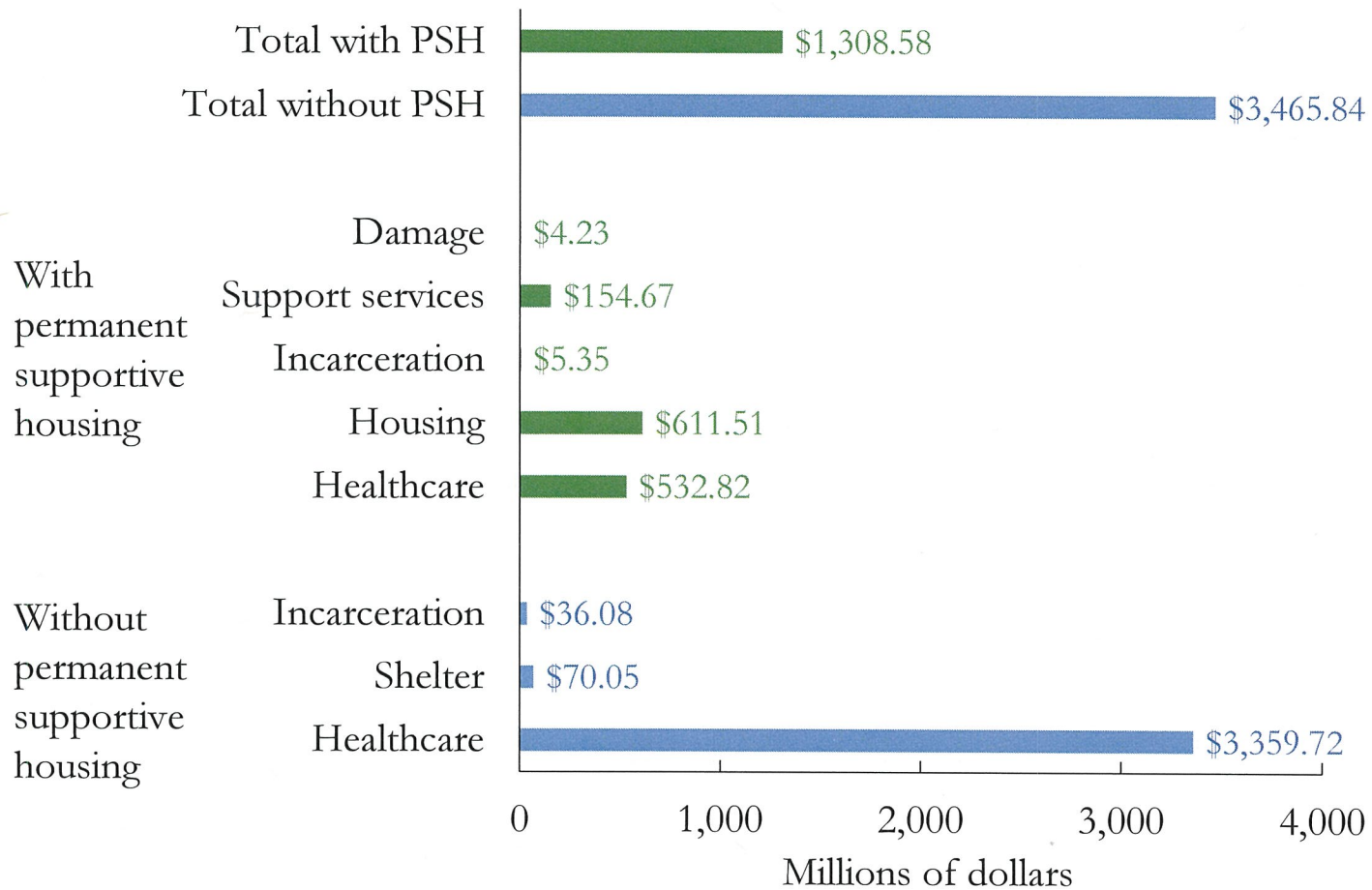
10 years

from **2,000 to 200**
chronically homeless

\$766 million
investment in PSH
over 10 years

\$2.16 Billion
in cost savings

Statewide permanent supportive housing would save \$2.2 billion over ten years



Key Assumptions

10% unchecked population growth

10% move-out rate

2.4% increase in healthcare costs

2.69% increase in rental costs

50-50 vouchers vs. new construction

\$380,000 per unit building cost (Oahu)

\$6,800 healthcare savings per client per month

**Further Testing
Needed**

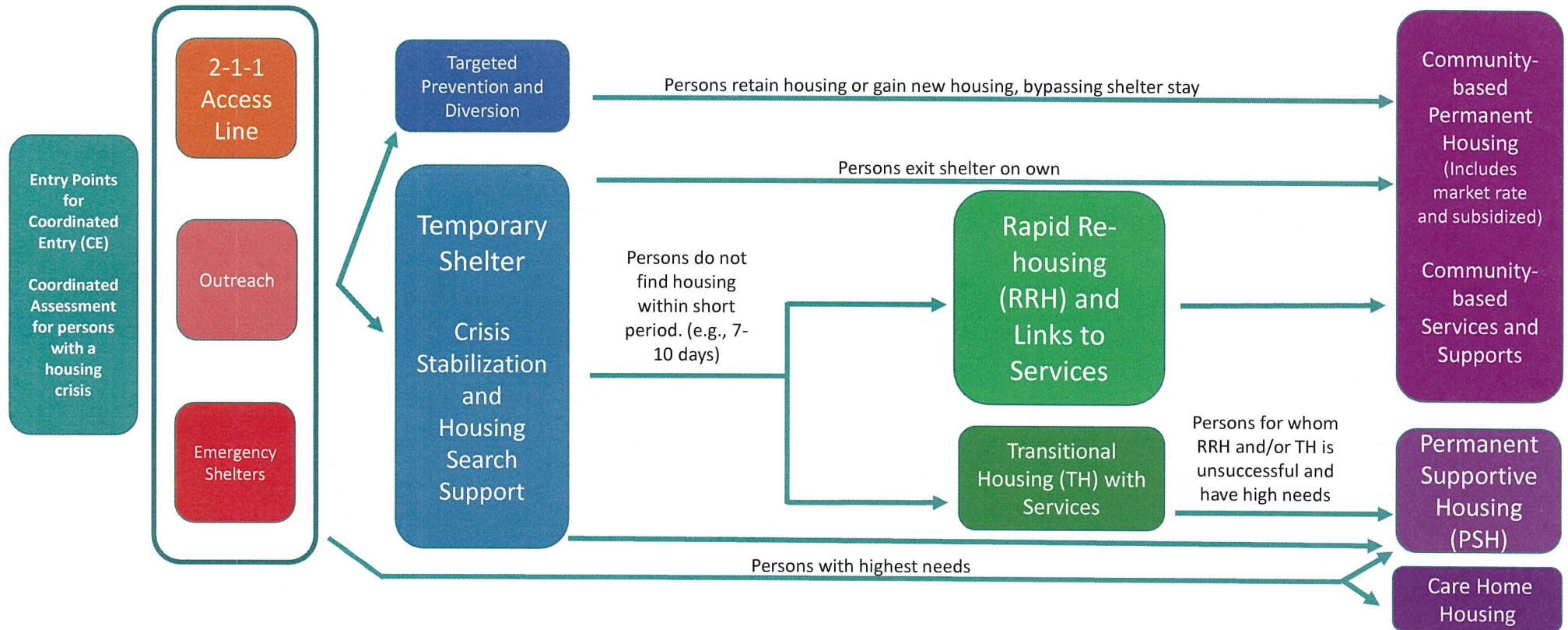
Gavin Thornton
Co-Executive Director
Hawai'i Appleseed
gavin@hiappleseed.org

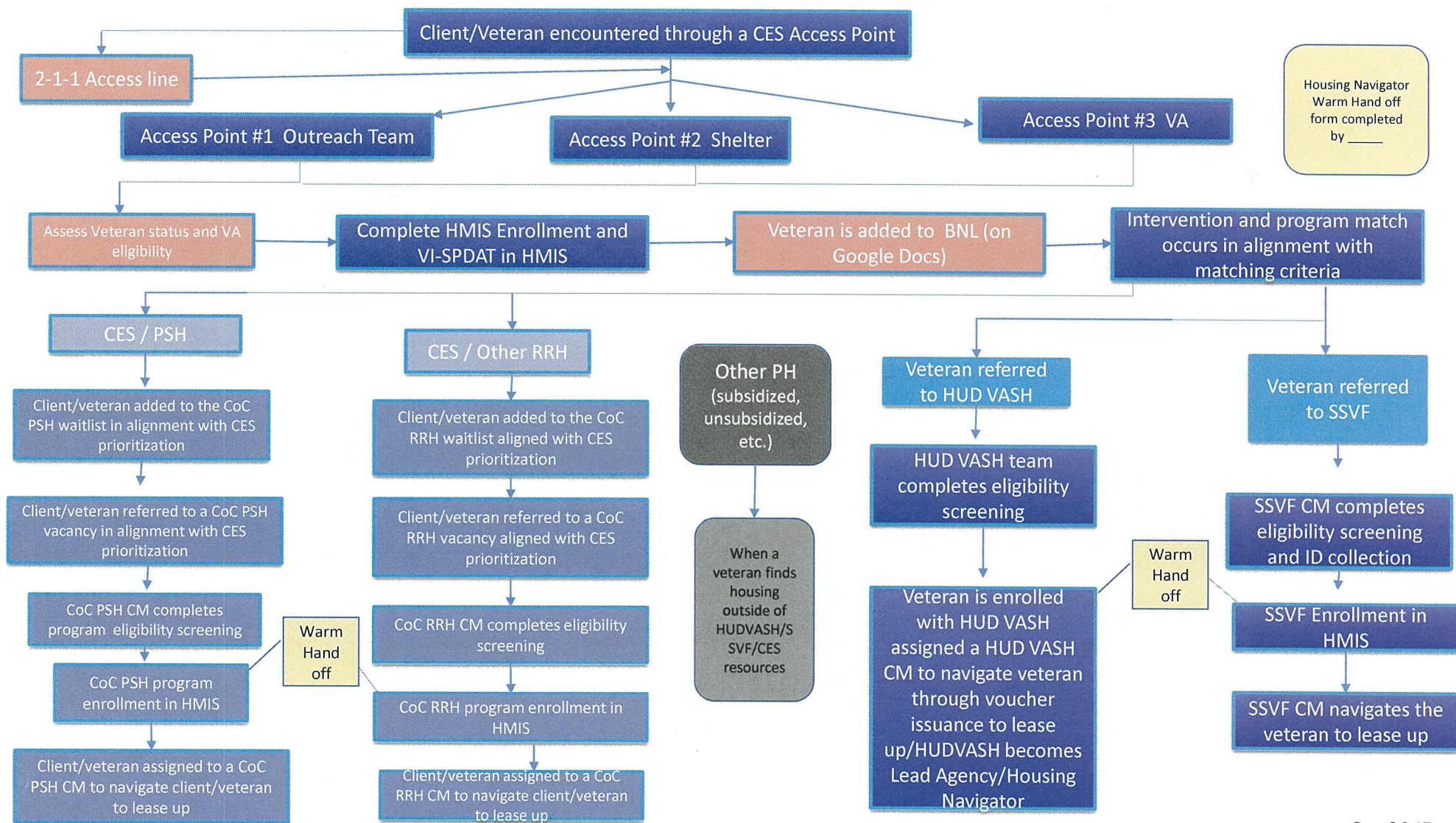


Hawaii's Coordinated Homeless Crisis Response System



PARTNERS IN CARE
OAHU'S CONTINUUM OF CARE







Implementing Effective Emergency Shelter: A Checklist

This checklist can help your community maximize the impact of its emergency shelter capacity and strengthen its crisis response system. For more information on these strategies, see [Key Considerations for Implementing Emergency Shelter Within and Effective Crisis Response System](#).

Promote Dignity and Respect

- ☐ Does your emergency shelter consistently implement practices to meet people where they are and provide person-centered care that focuses on personal strengths?
- ☐ Do your policies or value statements convey clear expectations that shelter guests will be treated with dignity and respect, and does the shelter monitor adherence to these expectations?
- ☐ Are expectations of shelter guests clearly communicated and easily accessible for review by guests?
- ☐ Do you have specific practices that help ensure that the shelter exhibits cultural competency and provides appropriate protections for shelter seekers across demographic differences?
- ☐ Does the shelter set only minimal and reasonable requirements for shelter guests, and does the shelter enforce these requirements in a fair and transparent way?
- ☐ Does the shelter involve shelter guests in governance and operations?



Divert People from the Homelessness Service System When Possible

- ☐ Does your community's process for accessing shelter assess options for diverting from shelter?
- ☐ Does your community's diversion approach include, when needed, financial assistance, mediation, housing location, legal assistance, or other supports?
- ☐ Do mainstream programs play a role in supporting shelter seekers and diversion efforts?

Adopt a Housing First Approach and Create Low-Barrier Access to Emergency Shelter

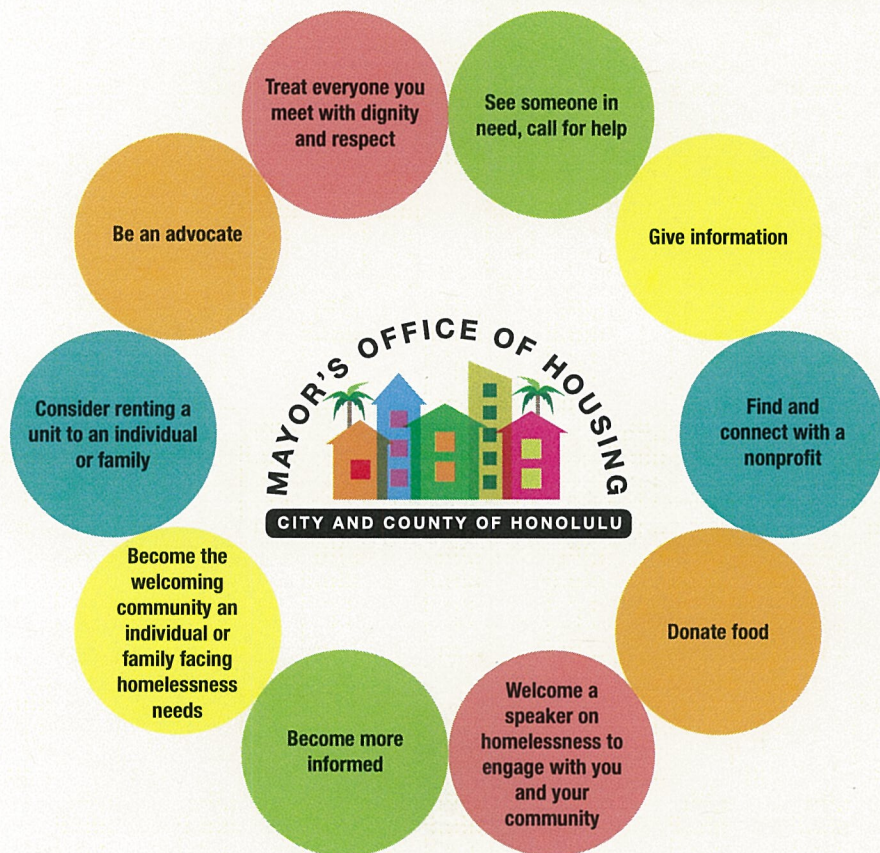
- ☐ Does your emergency shelter have minimal expectations or requirements of people seeking shelter?
- ☐ Does your emergency shelter focus on addressing disruptive or dangerous behaviors rather than compliance to rules or case plans?
- ☐ Does your shelter welcome self-defined family and kinship groups to seek shelter together?
- ☐ Can your emergency shelter identify financial resources that can support the adoption of low-barrier policies and practices and support extended or flexible hours and adapted service-delivery models?
- ☐ Does your shelter accommodate pets and belongings?
- ☐ Do your shelter intake process and housing navigation services coordinate closely with community-based outreach services and coordinated entry?
- ☐ Does your shelter create flexible and predictable access for people seeking shelter?

Use Emergency Shelter Stays as a Platform for Housing Access

- ☐ Does your emergency shelter provide immediate assistance and link guests with housing options?
- ☐ Does your emergency shelter use data routinely to detect trends, identify frequent users, and monitor housing success and other performance measures?
- ☐ Does your emergency shelter provide population-specific supports, as appropriate, and does it promote safety and reduce risk for all shelter guests?
- ☐ Does your emergency shelter coordinate with the broader homelessness service and housing systems in system-level planning?
- ☐ Does your emergency shelter assess and address the safety risks for people fleeing domestic violence?

10 WAYS

FOR THE COMMUNITY TO HELP PEOPLE EXPERIENCING HOMELESSNESS



To learn more about homelessness and solutions that work, please visit the Office of Housing website at www.honolulu.gov/housing. If you have questions or suggestions, please contact the Office of Housing (OfficeofHousing@honolulu.gov; 808.768.4675).

PRODUCED BY THE CITY AND COUNTY OF HONOLULU
MAYOR'S OFFICE OF HOUSING

11/2017

- 1 See someone in need, call for help.**
 When you see someone or a group who needs help, contact the State-wide Homeless Help line at gov.homelessness@hawaii.gov or 808.586.0193. Please make a special effort to contact the help line if you see someone or a group at the same location on multiple days.
- 2 Give information.**
 When approached by someone asking for money, if you feel comfortable, consider smiling and declining politely, suggesting they contact Aloha United Way 2-1-1 for assistance (dial 211 or visit www.auw211.org).
- 3 Find and connect with a nonprofit who serves those experiencing homelessness in your community.**
 Learn and work together to help those in need. Not everything we think helps people really does! Visit www.auw211.org to locate service providers in your area.
- 4 Donate food.**
 If you would like to donate food to someone in need (including leftover food after a party or picnic), consider contacting a provider in your area or the Office of Housing (OfficeofHousing@honolulu.gov; 808.768.4675) to locate providers in your area.
- 5 Welcome a speaker on homelessness to engage with you and your community.**
 Invite a speaker on homelessness into your faith-based community, business, service organization, or social club. Providers and government agencies will gladly accommodate your request. Contact the Office of Housing (OfficeofHousing@honolulu.gov; 808.768.4675) for suggested resources.
- 6 Become more informed.**
 Visit the United States Interagency Council on Homelessness (www.usich.gov) and the National Alliance to End Homelessness (www.endhomelessness.org) websites, and attend the annual Statewide Homelessness Conference held in November. Information on the conference and other resources is posted on the Partners in Care website at www.partnersincareoahu.org.
- 7 Become the welcoming community an individual or family facing homelessness needs.**
 Ask your faith-based community or favorite service organization to collaborate and align efforts to end homelessness in your community. Many homeless individuals and families are looking for communities and networks to become a part of as they move into their new homes. Consider working with a nonprofit to welcome an individual or family in need as they embark on their move!
- 8 Consider renting a unit to an individual or family seeking to move out of homelessness.**
 If you're a landlord consider utilizing your unit to support an individual or family seeking to move out of homelessness. Often the homeless family or individual is working with a nonprofit who offers support and assistance both to the tenant and the landlord. To be connected to a nonprofit and to discuss any questions you may have, contact the Office of Housing (OfficeofHousing@honolulu.gov; 808.768.4675).
- 9 Be an advocate.**
 Consider advocating on behalf of those experiencing homelessness and support affordable housing for all of our community members. For more information visit the Partners in Care Advocacy page at www.partnersincareoahu.org/advocacy
- 10 Treat everyone you meet with dignity and respect.**
 With a smile and hello, you make someone who may feel invisible, feel like they matter.

CITY & COUNTY OF HONOLULU'S HOUSING FIRST YEAR 3 EVALUATION SNAPSHOT



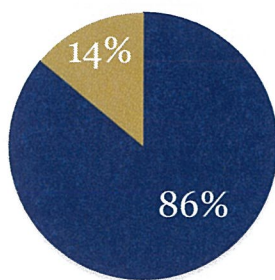
HOUSING FIRST YEAR 3 EVALUATION SUMMARY

AUGUST 2018

The Year 3 Housing First Evaluation Report showed that the program has creatively adapted the model to produce substantial benefits at the individual level, community level, and institutional levels.

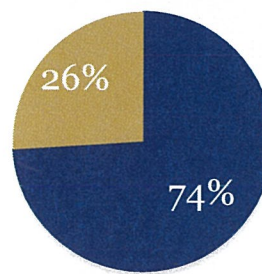
This snapshot highlights the multilevel impacts of the City & County of Honolulu's Housing First (HF) initiative in its first 3 years. Administered through the Institute for Human Services (IHS), the HF program is a community intervention that offers permanent, affordable housing as quickly as possible for individuals & families experiencing homelessness. HF services are unique because they do not require individuals to demonstrate that they are "housing ready" before placement. This snapshot summarizes client demographic information & outcomes identified through ongoing evaluation and pertain to the first 3 years of the program, highlighting the third year.

HOUSING & CLIENT RETENTION



86% of all 239 clients (n=206) have not returned to homelessness.

Retention is slightly higher than the national average of 85%.

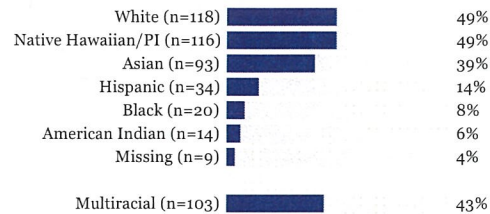


74% of clients remain in the program & have been housed for an average of 2.4 years.

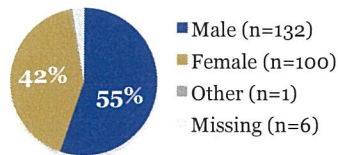
Only 4 clients have exited the program voluntarily, suggesting clients do not want to return to the streets.

CLIENT PROFILE (YEAR 1 — YEAR 3)

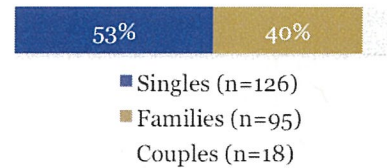
Client Racial Percentages (n=239)



Client Gender (n=239)



Client Family Status (n=239)



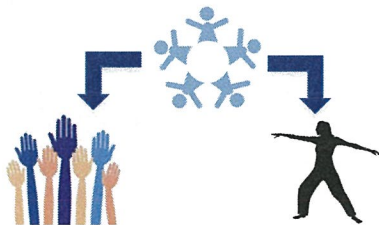
CLIENT IMPACTS

- The majority of clients reported **low to moderate stress** and stated that they are **hopeful for the future** on most days.
- Over half of clients reported **not drinking alcohol** and 73% reported **not using any illegal drugs**.
 - 81% increase in the number of times clients participated in an **AA or support group meeting**.
- Clients who participated in the HF Community Group (CG) consistently stated that the group was important to their personal recovery. The group's purpose is to provide social support & life skills training.

SOCIETAL IMPACTS

Community Integration

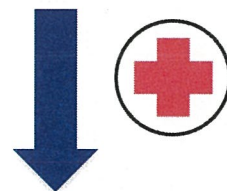
Clients, especially those who participated in the CG, reported increased engagement in community activities (e.g., yoga & Tai Chi) and volunteer activities (e.g., volunteering at the Humane Society).



Institutional Impacts



- 52% decline in the average number of days incarcerated
- 61% decline in the total number of arrests



- 65% decline in ER use
- 40% decline in inpatient hospital stays

SUMMARY

Participation in Housing First has resulted in high housing and program retention. The Year 3 Evaluation showed satisfactory impacts at multiple levels, including individual outcomes (e.g. reduced stress levels and drug use, and increased support group participation) and outcomes on the community and institutional levels (e.g. increased community involvement, and decreased rate of arrest, incarceration, and ER use).